

college **AND UNIVERSITY** **business**

DECEMBER 1958

Social Security Benefits

Statewide Loan Program for Students

Do Management Surveys Produce Results?

Projecting Future Building Needs

University Food Service Policy



PHEASANT ROOM, UNIVERSITY UNION, BOWLING GREEN STATE UNIVERSITY, OHIO (page 30)



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above • Spacious atrium on lushly planted lower floor where employees dine

right • Bridged entry over a long fountain pool dotted with planted islands

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FACTORY COMBINES BEAUTY AND EFFICIENCY

• The Stuart Company's new pharmaceutical plant and office, Pasadena, California, combines high efficiency and dramatic splendor. Built on a downward sloping site beyond a boulevard-bordered lawn, the building is one story in front, two in back. The facade on the street level is a Persian design screen of milk-white concrete. Entry into the reception area is across a foot bridge over a plant and fountain dotted pool. On this floor are offices, laboratories and storage space. From the reception area stairs lead down into

a planted atrium for lounging and dining. Outside and directly accessible from the atrium is a garden containing a swimming pool and pavilion. The manufacturing is done on this lower level, which was organized for highest production efficiency. The entire building is air conditioned and the lighting is from fluorescent fixtures. This notable building, which adds distinction to the community and recently won an A. I. A. First Honor Award, is completely equipped with SLOAN Flush VALVES, most favored of all.



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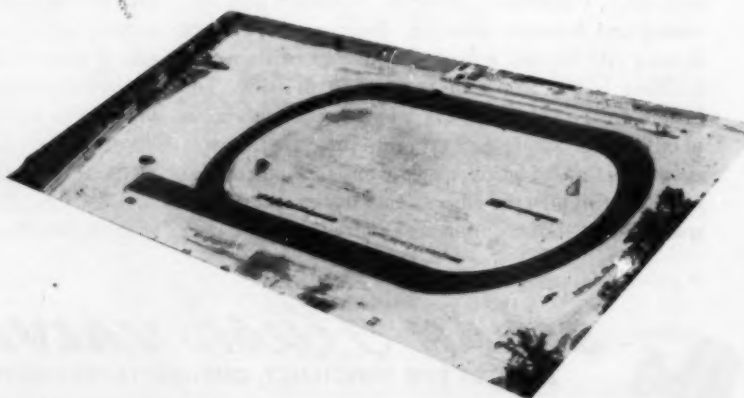
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AMONG THE AUTHORS: Francis G. Cornell, educator and educational consultant with the firm of Engelhardt, Engelhardt, Leggett and Cornell, comments in this issue on planning and analysis for future expansion. Dr. Cornell has had a long history in educational administration. He was assistant director of war training for the U.S. Office of Education from 1940 to 1945, and later chief of the research and statistical service . . . John A. Cooper, business manager since 1954 at Dillard University, New Orleans, has found several ways in which the student identification card can be effectively utilized. He was one of the college administrators active in a study of income and expenditures in the Sixty College Study conducted in 1953 and 1954 . . . Milton R. Shaw, director of residence halls and assistant controller of Cornell University, reviews some fundamental considerations in regard to college and university food service. He has had many years' experience in food service. In 1937, he was named director of dining service at Willard Straight Hall at Cornell University; and in 1946 was appointed director of residence halls. Last July he became assistant controller.

QUESTIONS AND ANSWERS

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Building Committee Member?

Question: Should the business manager of a college or university automatically become a member of the building committee that studies or plans new construction at the institution? If so, why? — H. H., Ohio.

ANSWER: Depending upon the size of the college or university, the campus business manager should automatically become a member of a building committee that studies or plans new construction. If it would be too time consuming because of the size of the institution and because there are too many building projects, the business manager should obtain copies of the minutes of the building committee. His superintendent of buildings and grounds also should receive a copy. This is necessary so that the business office and the department of buildings and grounds can be advised and can make valuable suggestions that might greatly affect the future operation and maintenance of the project. — PAUL C. HANNUM, *business manager, University of California.*

Laboratory Breakage

Question: My inquiry pertains to laboratory breakage punch cards for which science students pay a \$5 deposit at the beginning of the semester. At the end of the semester, should the actual amount of breakage, the unrefunded portion of the deposit, that is, be credited to miscellaneous income or to the supplies and expense account of the science department? — S.M.J., Wis.

ANSWER: During the early development of financial and business administration for higher education, it was fairly common practice to credit special fees to departments requiring such fees. In a few instances departments were credited with tuition collections. It also was not uncommon to credit departmental expense for the portion of breakage deposits withheld. Perhaps these technics were used to determine which departments were operating "on a deficit" and what modifications should be made in the fee structure or in the curriculums.

Differences in fees and tuition still exist among the departments of a college or the schools and colleges of a university, particularly at the professional or graduate level. At the undergraduate level, it is recognized that there will be differences in costs among the several fields of discipline.

Due consideration generally is given to these differences at the time of budget development. With the exception of breakage deposits — refundable if no excess breakage occurs — there is a tendency to eliminate differences in charges to students in spite of differences in costs. A number of institutions have eliminated all laboratory and special fees in favor of a single charge.

Since differences in costs are recognized in budget preparation, it appears quite proper from both an accounting and operating point of view to credit the unrefunded portion of a deposit for breakage to miscellaneous income. Over a period of time the science departments involved should be able to predict quite accurately the breakage that might occur during the course of a year. Provision for such breakage can be made in the budget of the department. Funds will thus be available to the department when needed and accounting or bookkeeping will be kept at a minimum. — R. W. KETTLER, *controller, Regents of the University of California.*

Policy Committee

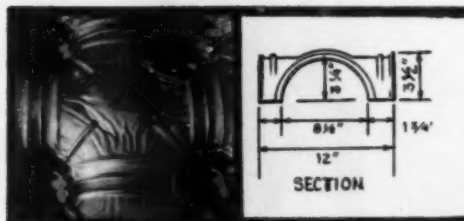
Question: Should the college business manager be a member of the policy committee which is responsible for the fund raising activities of the college? Why? — D. S., Mich.

ANSWER: While fund raising and development are often activities closely related to the president's office, a clearly defined set of objectives must be established to guide the work. The college business manager can make a significant contribution to the overall financial picture by counseling with his president on all major policy matters of the school. The area of financial management hinges, in privately supported education especially, upon a school's proper relationship to its contributing public.

Development and student recruitment are the major sales areas for colleges. As in business organizations these budgets receive top level policy consideration. In his proper position on the college administrative team, the business manager must help formulate these policies. — ELMER JAGOW, *business manager, Knox College, Galesburg, Ill.*

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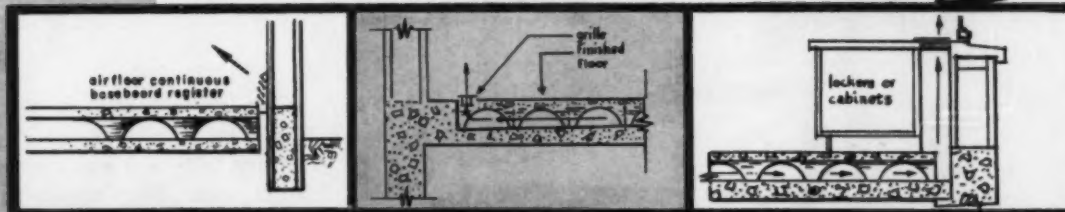
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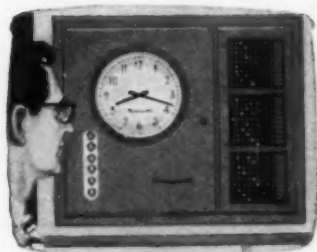
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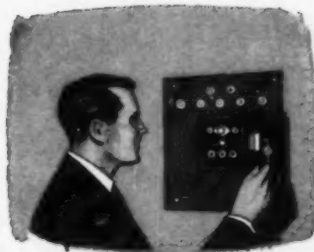
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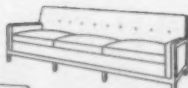
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at Dallas, Texas. The completely air-conditioned building contains offices and research laboratories—with the eighth floor housing animals used in scientific work. Approximate area 220' x 50'.

uses Lupton curtain walls and windows!



Architect: Mark Lemmon, Dallas, Texas; Contractor: George A. Fuller Co., Dallas, Texas. Photograph by Ulric Meisel, Dallas, Texas.

The construction of the new Clinical Sciences Building of The University of Texas had to be as modern as the purposes for which it will be used — medical research.

Its modern design called for modern materials: among them, Aluminum Curtain Walls and Windows. Lupton met design requirements with opaque panels of blue anodized aluminum—insulated with 1½" fiberglass, and with aluminum interior surfaces. Mullions, windows, and panel frames are of aluminum. Alternate mullions have special decorative fins.

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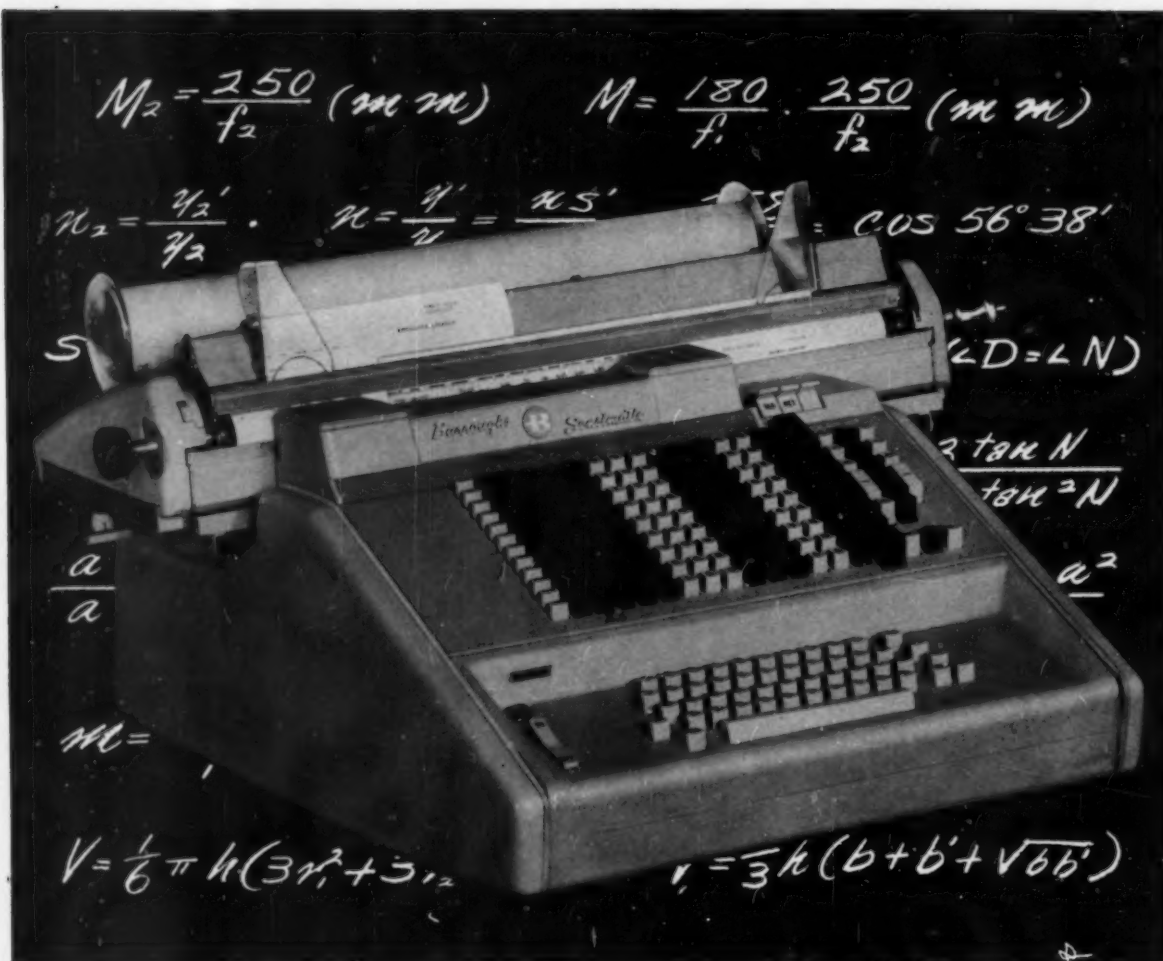
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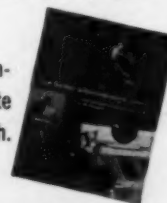
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Speak Now! We Are Sure You Can!

RALPH W. McDONALD

President, Bowling Green State University
Bowling Green, Ohio



DONATELLO, the great Florentine sculptor, had been working long and arduously on his statue of Judith. Finally, as he stepped back to review the statue, after the last stroke of the chisel, he was heard to exclaim: "Speak now! I am sure you can!" The dedication of a university union building is very much like Donatello's viewing of his immortal statue. We look upon the university union and all it represents and say, "Speak now! We are sure you can!"

In all aspects of our university program and activity, we are striving continuously for excellence, because we believe that this is the primary responsibility of a state university. If ever our state and nation needed thorough instruction, superior effort on the part of students, and high quality of achievement in all areas of higher education, the time is now.

Through closer and more frequent contacts between professor and student, through intelligent conversation and discussion in both formal and informal gatherings, through quiet reflection in its pleasant atmosphere, and through a wide variety of activities and events to stimulate the mind, we must make our university union an instrument for advancing the knowledge, understanding and wisdom of all who share it.

We must guard ourselves against a condition that has become widespread in larger colleges and universities: a separation between academic life and campus life. Almost without our perception, many student activities outside the classroom have been drifting away from the real purposes of college education. Some have become activities for activity's sake, consuming a large amount of student time without commensurate enjoyment or benefits to students. Organized groups, such as fraternities, residence groups, and clubs, continue to sponsor such activities simply because they have been carried on previously and are considered somehow to be an obligation.

Superior students, interested in their scholarly pursuits, gradually withdraw from activities of this kind because they feel they can make much better use of their available time. Thus a vicious cycle is set in motion. With the diminishing leadership of superior students, organizations and activities decline in value. As the activities decline in value, they attract an even smaller number of the outstanding students on campus. In this manner, students of outstanding scholastic ability increasingly confine their efforts to the academic program, with little participation in campus life. Without the participation and leadership of such students, campus ac-

tivities tend to become increasingly desultory and mediocre. With the union's unusual facilities available for developing more rewarding and interesting activities, it becomes immediately possible to prune out a large number of relatively insignificant or even empty activities in favor of a program of solidly satisfying activities involving the participation and leadership of our ablest students. Scholarly achievement and campus life must be parts of each other.

A university union should be dedicated to the furtherance of cultural interests. A person's interests and preferences tend to rise or fall to his cultural level. "Next to excellence is the appreciation of it," said Thackeray. The cultured person knows with Keats that "A thing of beauty is a joy forever," and he feels an inner kinship to things that are noble, good and lasting.

A university union should strive to aid in the development of human personality. Man is a social being. A lone tree may flourish in a field far removed from other trees, but a human being totally devoid of contacts with other human beings will gradually shrivel and decay. Friendly personal contacts are to the human personality as the rain and sun to the growing plant. A man's capacity for friendship is one of his noblest attributes, and his friends are his most precious jewels.

In a democratic society the truly educated person is always marked by a deep respect for the human being. To him virtually everything can be measured in terms of its contribution to human dignity and the worth of the human personality. Racial intolerance, religious bigotry, or economic distinction is foreign to his very nature. It is the human being that is important, and all human beings are equally important in the final analysis.

A university union should be dedicated to the fostering of our religious faith and the achievement of a higher spiritual level in our personal lives. Our nation and all our basic institutions were founded on faith in the Eternal God. The first sentence of the Declaration of Independence bases our claim to national autonomy on the laws of nature and of nature's God. The second sentence of that great document proclaims that men have rights because they were "endowed by their Creator" with those rights. The final sentence of the immortal Declaration humbly recognizes our "firm reliance" upon Divine Providence. Certainly a university serves its highest purpose when it draws its students into an ever closer unity with the spiritual forces that govern the universe and control the destinies of our individual lives.

LOOKING FORWARD

A Changing Pattern

THE CURRENT college generation seems to ignore collegiate traditions and demands better intellectual fare than students of a decade ago, according to a study by the American Council on Education. The recently completed report of the Commission on the College Student reveals that the pattern is changing, when one compares the present student with his predecessors.

Modern students, in general, are more serious than those of the past. Today's student really wants an education, and his drop-out from college may not be for reasons of finances, as is so often assumed, but may represent a protest that indicates he feels he is wasting his time as far as intellectual stimulation and curiosity are concerned.

On many a campus, the presence of older students and those who are married has served to tone down or eliminate some of the hazing of previous years. Some of the rah-rah spirit seems to have disappeared, too.

If this trend continues, it would suggest that college administrators should take a fresh look at their institutions to see whether they are in a position to meet the needs and achieve the standards that the current student population demands.

Paying the College Bill

IT IS of interest to note the increasing attention being devoted to establishing bank loans for purposes of providing a college education for students. This takes the financing of higher education's cost out of the hand-out category, as may be true of scholarship funds, and places it on a more businesslike basis.

The National Bank of Detroit is the latest of a number of banking institutions to establish a college education plan. It is combined with an insurance provision to make the plan attractive to parents and students.

The plan provides that the bank will pay a set amount, determined by the borrower on the basis of how much of a loan is required. At the beginning of each semester, one-half the total loan for that year is paid to the college. The other half is paid at the beginning of the second semester; this procedure is followed for the four years the student is enrolled. If the amount paid by the bank is not sufficient to cover expenses, the parent, guardian or student pays the difference directly to the college.

As each amount is advanced by the bank, it becomes a loan. The payments are made monthly and will continue for as long as six years, if that length of time is desired by the borrower.

If, during the six-year period, the parent or guardian should become totally and permanently disabled, or if the student should die, the unpaid balance of the student's loan would be paid in full.

The Detroit bank program provides that if the parent or guardian should die before the student completes college, the bank would continue to pay the student's payments to the college for the remainder of the contract without further repayments by the parent or guardian.

The bulletin of the National Bank of Detroit states that "should your child die before completing the planned college program, the insurance provides that all payments you made to the bank would be returned to the guardian or parent and any balance owing the bank by you will be canceled."

It is encouraging that there is an increasing interest in the idea of borrowing to finance education rather than passing up a college education. Motivation for a college education takes on increasing importance because of the investment the parents and children are making in financing education. This situation is not always true in the case of a scholarship — a gift that carries no provision for repayment to the institution. A loan program brings home the philosophy that the student works for his education; it's not handed to him on a free-ride ticket.

Social Security Revisions

IT WOULD be a good idea for college business managers to understand thoroughly the changes made in the benefits and regulations of the Social Security Act.

Educational meetings should be conducted by business officers who are thoroughly cognizant of the new regulations. This type of meeting should aid considerably in avoiding misunderstanding on the part of university staff and should reduce the extra demands for office time to confer with staff members who don't understand the regulations.

By taking the initiative in holding meetings to discuss the changes in social security regulations, the business manager creates a favorable climate for his office and himself by providing service in advance of requests.

The article on social security benefits and regulation revisions which appears in this issue of COLLEGE AND UNIVERSITY BUSINESS should be a timesaver for many college executives in their study of the changes. The author, Paul Walgren, controller of the University of Southern California, has made a significant contribution in making such a lucid statement about the improvement of administrative procedures.



"Old Main" can't begin to take care of all those who register today.

WITH the college enrollment bulge now beginning to swell, the time is here for planning new college facilities. Lacking time or resources for definitive studies of building needs and lacking sufficient funds to go around, most public higher educational institutions receive authorizations for construction either on the basis of legislative whim, political manipulation, or some form of mathematical allocation.

Enrollment projections are the most used statistic for determining relative building needs among individual public institutions in a state. The following illustrates just what kind of arithmetical booby traps can be encountered in such procedures. The data are real, but hypothetical for our purposes.

Statistics that enumerate students, faculty, dollars spent, and the like are much like the result of counting elephants, dinosaurs and whatnots and adding results together. Unfortunately, it is often necessary to use information that has an educational dinosaur and whatnot contamination when the real object under consideration is educational elephants. There are a number of ways of squirming out of such dilemmas in projecting enrollments for building planning purposes. One of these is counting very carefully and keeping everything straight. This has the disadvantage that no two students are alike with reference to space needs, and no one has yet devised a system of definitions of college enrollment that will provide strict compara-

Buildings From Elephants, Dinosaurs and Whatnots

That's as reliable as are enrollment projections based on adding together students, faculty, dollars spent and the like to determine building needs

FRANCIS G. CORNELL

Engelhardt, Engelhardt, Leggett and Cornell

bility among higher educational institutions.* A second, and a smarter one, is looking at enough of the figures to know whether the band of error is acceptable for the uses to which the data are to be put.

Before we get down to specific public higher educational statistics in State X, let us bear in mind that the objective is simply to establish a quantitative bench mark for the building of buildings and certainly not for the allocation of state operating funds or for any other purpose. Only in a minor degree is it important to know how many students will be enrolled in Institution X or Institution Y by 1965 or some future year.

As a matter of fact, since enrollment increases generally may be expected beyond 1965, it is safe if there is an *underestimate* or even safe if there is an *overestimate*, because by 1965 it is possible to plan flexibly to permit building more facilities if necessary, on the one hand, or, if the realities turn out the other way, to delay construction until later on the other. Further-

*Full-time equivalent students, student-station hours of scheduled teaching, and similar measures have received a reasonably successful application. However, some spaces may be related more to one student measure than another so that no single measure is suitable for all aspects of measuring requirements for building.

TABLE 1 — Comparison of 1957 Fall Enrollment as Reported on Special Survey Form and as Reported to Office of Education With Space Use Equivalents*

Institution	Special Survey Form	U.S.O.E. Survey	Space use equivalents
	(1)	(2)	(3)
College A	967	1,070	1,032
College B	1,091	1,029	1,118
College C	2,745	2,764	2,165
College D	1,334	1,114	1,131
College E	1,246	1,417	1,324
College F	932	915	841
College G	5,201	5,925	5,904
TOTAL	13,516	14,234	13,515

*Enrollment of Column 1 redistributed among institutions in proportion to total weekly student hours of instructional space use as reported on special survey form.

more, the detailed examination of the condition of present structures and the relating of space use and space needs observed in actual buildings is considerably more important than figures that must be examined for purposes of planning facilities.

Bench-Mark Information Varies

As a means of showing how one cannot depend upon any one measure, there are three sets of data in the three columns of Table 1 indicating the possible future space needs of the respective public institutions in State X.

There is no reason to question the sincerity or integrity of persons who filled out the special survey forms used in the statewide planning study or the U.S. Office of Education fall enrollment forms. As a matter of fact, these two sets of figures seem to be reconcilable within acceptable limits. In Column 1 are enrollments as reported by the respective institutions on the special survey form. The information sent to the Office of Education is shown in Column 2. The figures do not check. We did not expect them to. Such figures never do check for many reasons. There are, in fact, 15 to 20 types of errors or discrepancies that are inevitable in such reporting. Nevertheless, as such figures go (and presumably they should be about the same), they are close enough for our purposes, and we have used as bench-

mark data the material reported in Table 1.

Bearing in mind that we are interested in the needs for spaces in buildings on campuses, we computed another figure shown in Column 3. These figures are based upon the summation of student-hours of class instruction reported by institutions on a special survey form. They represent simply a re-allocation of the total, as shown in Column 1, according to the weekly student-hour figures. These figures are no more accurate than other figures. In them inevitably are errors of commission and omission and some errors of a clerical variety in filling out the form. However, these figures have special meaning, although they are fictional in nature, because they tell us, roughly speaking, the enrollments that would have been reported in the fall of 1957 if each student, whether in one institution or in another, represented the same space use measured in weekly hours of class instruction. This measure allows for differences in the total hours of facility needs for students because of variations in the proportion of part-time students, and because of variations in amount of time required for instruction in laboratories and so forth, as well as other factors that require more class time per student in buildings.

In Table 2 (appearing on the opposite page) are reported several fig-

ures that are even fuzzier than the figures in Table 1, because they are projections for 1965, whereas those in Table 1 presumably are more or less matters of fact or matters of record. But no single figure in Table 2 is more useful as a guide for the determination of needs for 1965 than any single figure in Table 1 is useful in determining what space should be available for 1957. However, the data in Table 2 are of considerable interest and can be used as a basis for figures called "the enrollment planning base for 1965."

In some cases a *span* of enrollment expectations rather than a specific single figure is desirable as an enrollment planning base. It is also desirable to provide a cushion in the form of construction recommendations in phases, in the event that the 1965 needs are lower than or higher than whatever planning base is used.

An explanation of the six sets of figures in Table 2 follows:

1. Raw total enrollment projection.

Derived by two steps:

a. Projection of state total fall enrollment statistics from births through Grade 12 and into college.

b. Allocation of state total among institutions on basis of trend of each institution's proportion of total.

2. Raw internal enrollment projection.

Derived as follows:

a. Projection of freshman fall enrollment, each institution separately, i.e. without reference to state total or enrollments in other institutions.

b. Computation of survival ratios (i.e. ratios of upperclass enrollments, in successive years, to freshman enrollments) over most recent four-year period for computing such ratios.

c. Determining expected ratio of total undergraduate enrollment level to freshman enrollment from b.

d. Applying ratio of c to freshman projection in a.

e. Making allowances for graduate, professional, special and unclassified in approximately same proportions as in 1957.

3. Space use enrollment equivalent.

This is a fictional figure intended to allow for the fact that some students in enrollment counts are not full-time students and hence use spaces less than do full-time students, that curricular and scheduling practices of institutions vary so that a student in one institution represents more or less use of physical plant for instruction than in another, and that there is consider-

able variation in student hours of use among various courses (*e.g.* history *versus* engineering or English *versus* science) because of laboratory hours required and so forth.

It was derived by assuming the same ratio of space-equivalent students to raw enrollment in 1965 as in 1957 (Table 1, Columns 1 and 3).

4. *Geographic base projection.* Instead of using the state total projected number of high school seniors as in Item 1, this projection is based on county-by-county projections of public college enrollments from projected high school seniors using known numbers of seniors in 1956-57 and known public college enrollment by county in 1957.

Institutions are assumed to draw from county enrollment totals in 1965 in the same proportions as they did in 1957. Results of such computations are adjusted to the total of Item 1.

5. *Average of geographic and space use.* This is an average of Items 3 and 4 intended as one means of showing the combination of effects of different space needs for a given reported enrollment and different geographical impact on institutions.

6. *Geographic and space use compounded.* This is similar to Item 5 but is derived in a manner which might in some instances (and which are unknown) exaggerate the contribution of either geography or space use equivalence. It was derived by multiplying the 1957 fall enrollment by the product of two factors.

The first of these factors was an enrollment to space use equivalent correction based upon 1957 data. The second was the ratio of expected 1965 to reported 1957 public college enrollment weighted by the proportion of the 1957 total in counties in which each institution is now drawing enrollments.

Figures Useful at Times

All these data have statistical fuzz in them that is to be recognized. Though some of them look like educational elephants, the other contamination is there. Some of them look more like educational dinosaurs, but the elephants and the whatnots are there. The point we are making is that with fairly sophisticated development of fictional series some meaningful results can be used in making judgments about the future magnitude of the space requirements in an institution.

Let us look at some of the reasons why no single figure in itself is suitable for the space problem. The first column of raw enrollment projections is an important one because it takes into account the trend in enrollments of the respective institutions compared to the total. The only consistent series is this raw fall enrollment material which can be used and was used historically.

Enrollment as of a given time is desirable in planning space because the only problem of providing space is for the accommodation of students enrolled at a given time. It has the defect of not reflecting variations in part-time

extension components. It has an advantage in reflecting the statewide character of many of the institutions, since all of them enrolled students from counties far and wide from the county in which the institution is located.

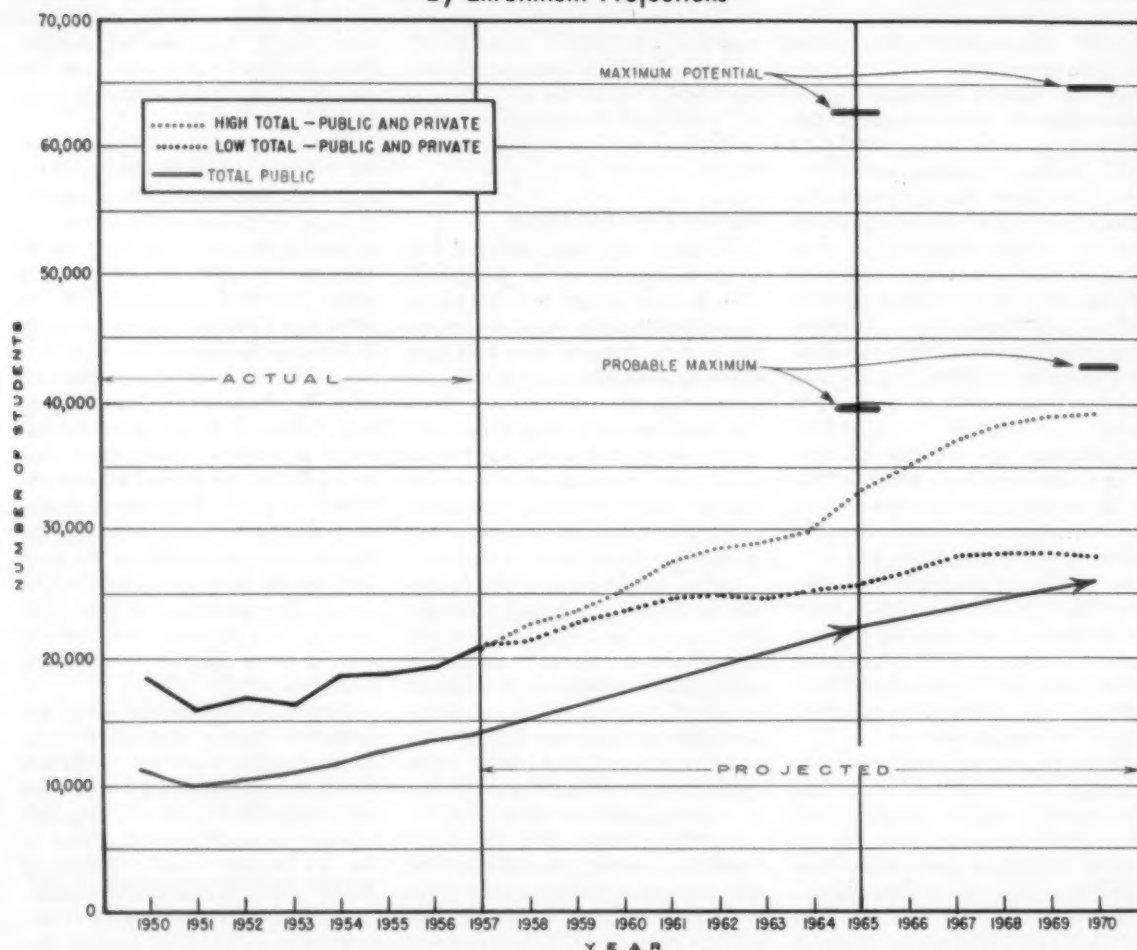
The second column of figures is useful in that it reflects the history of the individual institution itself. It asks the question: Is the annual accession rate increasing in such a way that the institution will grow as much as the other projection indicates? Bear in mind that Column 1 figures are highly sensitive because of the way they were built up even though they involve the elephant and dinosaur problem. Column 2 figures are somewhat useful as a check against them. Column 2 figures are derived without reference to births, high school graduates, entering freshmen, and all of the population characteristics of the state that are basic to the projections in Column 1. They are hence less defensible. However, it is of interest that Columns 1 and 2 are as close as one would expect.

Column 3 contains the *space use equivalent* figures that result from some adjusting. They tell a different story than either Columns 1 or 2. They assume the 1957 kind of relationship between the enrollment and hours of use per student weekly, which, of course, cannot be justified. Inevitably, as enrollments increase, many of the institutions are going to move farther and farther along the road of transi-

TABLE 2 — Assorted Reference Data Useful in Planning Facility Requirements
Target Year 1965, Public Higher Educational Institutions, State X

Institution	Raw total enrollment projection	Raw internal enrollment projection	Space use enrollment equivalent	Geographic base projection	Average of geographic and space use	Geographic and space use compounded
	(1)	(2)	(3)	(4)	(5)	(6)
College A	1,447	1,400	1,544	1,275	1,410	1,360
College B	1,654	1,400	1,695	1,617	1,656	1,656
College C	4,547	4,000	3,585	4,368	3,977	3,445
College D	1,860	1,800	1,577	2,026	1,802	1,717
College E	1,860	1,600	1,975	1,699	1,837	1,806
College F	1,447	1,300	1,306	1,314	1,310	1,186
College G	7,855	7,700	8,915	8,371	8,643	9,500
TOTAL	20,670	19,200	20,597	20,670	20,635	20,670

Example of Considerations That Determine Space Needs and That Are Not Measured by Enrollment Projections



ACTUAL AND PROJECTED COLLEGE ENROLLMENT, STATE X

tion from what they were 25 years ago to what they will be 25 years hence. This will mean great variations in the laboratory time of students in various types of courses and the proportion of various types of courses that demand varying weekly student hours of space. This set of figures must too, then, be considered with its limitations in mind.

Column 4 figures show entirely different information. They are valuable in the sense that they reflect the regional features of the institutions, and some of them are largely regional. Nevertheless, it is to be recognized that there is considerable geographical overlapping in the home residences of students attending colleges. Only to a degree are institutions area or regional in function. Moreover, there is a certain amount of fuzz in the geographic figure in the tabulation of county residence of students enrolled. However,

these data show a remarkable correspondence with Column 1.

Column 5 is one method of getting two rectifications combined — a kind of rectification of raw enrollment that takes into account the space use element in Column 3 and the geographic element in Column 4. As a raw average it is purely arbitrary and might very likely weight the two factors improperly. Column 6 is a similar set of figures intended to show what the enrollment would be in each institution if each institution were to grow as its present geographical base indicates and if all institutions had enrollments that represented the same weekly student-hours of instruction. This, of course, is a fiction because there is no reason why the geographic distribution will remain in 1965 as it is in 1957, or that the space use pattern per student or the composition of student enrollment will be the same.

In summary, we point out, paradoxically, that enrollment projections are useful and, in fact, indispensable in planning future facility needs of colleges if used with a little feeling for their limitations, but that such data are but the beginning of a defensible building program for a campus, which requires much more than statistical manipulation in the pursuit of such essential planning steps as:

1. Identifying and assessing existing campus facilities according to present use and possible future use.
2. Ascertaining the effects of educational and cultural development (including financial support), within and outside of the institution, upon amounts and kinds of facilities required.
3. Relating future space requirements to the technological potentialities of the architectural profession and the construction industry. ■

COLLEGES today are broadening their base for financial support. Almost anyone can give \$5 a month to his college. Not nearly as many can write a check for \$100. In three years \$5 adds up to \$180. As more and more people invest heavily in its future, the college becomes deeply rooted in the hearts of living people. Where their treasure is, there their heart is also.

During its present campaign Bluffton College has received nearly 2000 such pledges. They vary in size from \$10 to more than \$1000. Some are payable monthly, some quarterly, and some annually. Most are written for a three-year period. The pledge itself is a simple statement of intent and is revocable at will.

We found that 2000 pledges require a lot of attention. If not followed up regularly the mortality is high. Many people count on a reminder. As payments are made a word of appreciation or a formal acknowledgment is important. An accurate record has to be kept. Many people forget how much they pledged or how much they have given. If they keep finding out how much other people are giving their interest continues better. The problem is how to keep all this information flowing to the donor.

We solved the problem by designing a simple spirit duplicator form. Pertinent facts about the pledge are transferred to a preprinted master at the time the pledge is received, and a copy is immediately run as an acknowledgment.

When the first payment is due another copy is run from the master and sent as a reminder. When payments are made they are recorded on the same master and copies run and sent as acknowledgments.

Sample form, copy of which is sent to donor.

BLUFFTON COLLEGE
 BLUFFTON, OHIO

John G. Jones
777 N. Main St.
Clear Valley, N. M.

DATE OF PLEDGE 3/26 1956

PAYABLE: ☐ WEEKLY
☐ MONTHLY
☒ QUARTERLY
☐ YEARLY

IF ALUMNI, CLASS OF 1929

CONGREGATION First Menn.

WE ARE GRATEFUL FOR YOUR INTEREST IN THE GROWING PROGRAM OF BLUFFTON COLLEGE. YOU WILL RECEIVE THIS FORM FROM TIME TO TIME AS YOU MAKE PAYMENTS ON YOUR PLEDGE AND AS A REMINDER FOR YOUR CONVENIENCE IN MAKING FUTURE PAYMENTS. WE HOPE YOU WILL FIND THE RUNNING RECORD HELPFUL. BE SURE TO CALL OUR ATTENTION TO ANY ERRORS.

TREASURER

AMOUNT OF PLEDGE \$ 300.00

DATE	GIFT THIS DATE	PLEDGE BALANCE	TOTAL GIVEN TO DATE	COMMENTS	TOTAL IN FUND THIS DATE*
4/15/56	25.00	275.00	25.00		86,752
7/17/56	25.00	250.00	50.00		78,864
10/14/56	25.00	225.00	75.00		106,372
4/12/57	25.00	200.00	100.00		132,689

* THIS AMOUNT DOES NOT INCLUDE THE APPROXIMATELY \$80,000 IN SECURITIES CONTRIBUTED TO THE LARGER EXPANSION PROGRAM BY MRS. LUCY GILLION, BERRIE, INDIANA.

We Found an Easier Way To Follow Up Pledges

CARL M. LEHMAN

Business Manager, Treasurer
Bluffton College, Bluffton, Ohio

The master is the official record of the pledge. The original pledge card is filed alphabetically and seldom referred to. All monthly payment masters are filed together in one group and the reminders are all run off at the same time. The same is done with the quarterly and annual masters. The donor's name and address appear on the master in just the right position to be mailed in window envelopes without further addressing. A business reply envelope is enclosed for the recipient's convenience.

When a payment is recorded on the master the total given to date is entered along with the remaining balance of the pledge. The amount in the campaign fund on that day is entered too. This information automatically appears as a cumulative record on the copy mailed to the donor, and he is kept informed not only as to his gifts but also as to the total in the ever growing fund.

If the college makes an error in entering a gift it can be noted by the donor and corrected promptly. The correction always appears on the donor's copy and assures him that it has been properly made.

If desired, extra copies can be run for the development office, keeping that office informed of all activity on the pledges.

The system has been in use more than a year and has worked well. Donors have no trouble understanding it. It could be modified slightly by using a perforated sheet for the copy and part of it returned with the gift for more positive identification. Positive identification also might be achieved by mailing two copies and asking that one be returned with the gift. ■

Memo to: Retiring Staff Members on

FROM: PAUL A. WALGREN, Controller, University of Southern California, Los Angeles

BENEFITS that are available under social security consist of the following:

1. Retirement benefits to retired worker.
2. Retirement benefits available to family of retired worker: (a) wife, 62 or over; (b) dependent child (under 18 or disabled); (c) wife (regardless of age) if caring for eligible child; (d) dependent husband, 65 or over.
3. Survivors benefits consisting of (a) lump sum death benefit; (b) monthly payments to widow 62 or over, widow or dependent divorced wife (regardless of age) if caring for eligible child, dependent child (under 18 or disabled), dependent widower 65 or over, dependent parent (mother 62 or father 65).

The following questions and answers are designed to bring out salient points of interest.

1. When may I apply for my retirement benefit?

The normal earliest date is upon attainment of age 65. Women, however, may begin their benefits, at a reduced rate, upon attainment of age 62.

2. When should I apply for my retirement benefits?

As soon as possible after you reach your normal retirement date and after you have retired from your regular full-time duties.

3. Where should I apply for my retirement benefits?

At the social security office nearest to your home; consult the telephone directory for the location of these offices. They are listed under "U.S. Government, Health, Education, and Welfare, Social Security Administration."

4. What evidence do I need in applying for benefits?

Evidence of your date of birth. If you do not have a birth certificate, call the social security office to see what evidence would be acceptable. Have your social security card.

5. When should my wife apply for her benefits?

She may apply for benefits at any time she chooses after reaching age 62. However, if she takes the payments before reaching 65, the amount of each monthly benefit will be permanently reduced. Each month that she defers her benefits after age 62 and up to age 65 would increase her benefits.

6. Can she start her benefits before I do?

Only if she is entitled to benefits on her own work under social security. Otherwise, a wife is not entitled to a benefit for any period that you are not entitled to receive your check. (Also, see Question 16.)

7. Can I receive benefits for any dependent children?

Yes. If you have unmarried children under age 18, or dependent, unmarried severely disabled children (regardless of age), whose disability began before reaching age 18, they may draw benefits.

8. If I have a wife and one or more eligible children, what is the maximum amount that we can receive?

Two hundred and fifty-four dollars a month is the maximum amount that any family can receive under one person's social security account.

9. Can I work part time and still draw my check?

Yes, subject to certain limitations. The basic rule is that

any year in which your gross earnings (before taxes) are more than \$1200 you will lose your entitlement to one social security check for each \$80 or portion thereof that your earnings exceed \$1200. For example, if you earn \$1300, you would lose two social security checks. You will never, however, lose a check for any month in which you earn \$100 or less.

10. If I earn more than \$1200 a year, must I do anything other than stop my checks?

Yes. At the end of the year, you must file an annual report of earnings with the Social Security Administration. This will permit it to determine whether you are entitled to any additional checks.

11. If I lose any check, will my family also lose their checks?

Yes. Actually it is possible to reach a point of diminishing returns or even lose more than you receive from your earnings. For example: X is 65 and his wife is also 65 years old and they are eligible for \$162.80 a month in social security benefits. He takes a part-time job at \$4200 a year. This net gain from employment would be as follows:

Gross income	\$4,200.00
Less social security taxes	94.50
	\$4,105.50
Less loss of benefits (12 at 162.80)	1,953.60
	\$2,151.90
Less withholding taxes	271.20
Net increase in take-home pay	\$1,880.70

12. What is considered as earnings in determining whether I have exceeded \$1200.

Whether or not the work is covered by social security, you must count wages and any net income from self-employment. However, income from savings, investments, pensions, rentals and insurance does not affect your old-age or survivors insurance benefits and should not be counted in with your earnings.

13. What should I do if I see that I am earning too much and that I will not be entitled to all of my checks?

At the time you apply for benefits, you will receive a postcard form that you may complete and mail and it will stop your checks. Or you may wish to contact your local social security office and go over your problem. It would probably be less painful not to receive some of your checks than to face the necessity of making a refund. It always hurts to give money back.

14. If a retired worker dies, will there be any change in the benefits to his wife?

Yes, but the social security office should be contacted as soon as possible for the change from a wife's benefits to the benefits for a widow. (A wife normally receives 50 per cent of your benefits and a widow receives 75 per cent.)

15. If I have a dependent parent, will he or she be entitled to any benefits?

Yes, in the event of your death your dependent parent

SOCIAL SECURITY BENEFITS

may now be entitled to monthly benefits even though you may also be survived by a widow, widower or child who could be entitled to payments. Proof of dependency must be filed within two years after your death.

16. If my wife has worked and also has entitlement to social security benefits, can she receive benefits from both entitlements?

No. When she applies for benefits she should mention her own employment and the social security people will base her benefits on the entitlement that will pay her the largest sum. If her widow's or wife's benefits are higher, she receives her own first and gets the difference on her husband's account as widow or wife.

17. Can I marry after I retire and draw benefits for my wife?

Not until you have been married for at least three years, unless the prior wife was entitled or could have been entitled to dependent's or survivor's benefits in the month prior to marriage on another account. Widow's benefits can be drawn if the marriage had been in effect for one full year prior to death.

18. Can my wife draw benefits if we are separated?

Yes. There was a change in the social security law that now permits payments to your wife, even though you are not living with her, or contributing to her support.

19. If my wife and I are divorced, may she draw benefits under my entitlement?

She would receive benefits only for a child of yours entitled to monthly benefits. When the child reaches age 18, unless disabled, or marries even though disabled, payments will stop. The divorced wife may also receive benefits for herself as well as the child if she was receiving one-half of her support from the wage earner.

20. If a retired worker dies and leaves a widow and one dependent child and if the wife remarries, what will happen to their entitlement for benefits?

The wife would lose her benefits, but the dependent child would continue to receive benefits. If the second husband dies within a year and there are no children by the second marriage, the wife may regain her earlier rights.

21. What benefits are available upon the death of a person who is eligible to receive social security benefits:

A. If the person has no surviving spouse? The individual who takes care of the burial expense of the deceased person may apply for and receive a lump sum death benefit equal in amount to three times the amount of the monthly benefit to which the deceased person was entitled, but no more than \$255.

B. If the deceased person leaves a widow only who has passed age 62? She is entitled to receive a widow's allowance that is equal to 75 per cent of the husband's monthly entitlement. She is also entitled to receive the lump sum death benefit described under "A."

C. If the deceased person leaves a widow only who has not attained age 62? She is entitled to receive the lump sum death benefit described under "A." When she attains

age 62 she is entitled to her widow's allowance of 75 per cent of her husband's benefits.

D. If the deceased person leaves a widow and dependent children? The widow is entitled to receive the lump sum death benefit plus monthly benefits for herself. Each dependent child is also entitled to benefits (with a maximum of \$254 a month for each family).

The monthly benefits are computed as follows: 75 per cent of deceased person's monthly benefit to the widow and 50 per cent for each child, plus an additional 25 per cent divided equally among all eligible children, reduced to certain maximums for a family.

The value of these benefits are sizable as shown here:

Staff Member A dies leaving his widow and their children, ages 3, 4 and 5 years. A would have been entitled to the maximum social security benefits if he had been 65 years old as of the date of his death. The widow would be entitled to the following benefits.

	Widow	Child A	Child B	Child C	Total
1st 13 yrs.	\$76.20	\$59.30	\$59.30	\$59.30	\$254*
14th yr.	87.00		72.50	72.50	232*
15th yr.	87.00			87.00	174

*Maximum

Total 13 yrs. (12 x \$254)	\$39,624
1 yr. (12 x 232)	2,784
1 yr. (12 x 174)	2,088
Total benefits	\$44,496

If the widow had taken a position, she still would have been entitled to receive benefits for the dependent children as follows:

13 yrs. (12 x \$203.10)	\$31,683.60
1 yr. (12 x 145.00)	1,740.00
1 yr. (12 x 87.00)	1,044.00
Total benefits	\$34,467.60

(These figures are based on fact that children's full benefits could be paid since they do not have to be reduced for maximum.)

If and when the widow reaches age 62, she will be entitled to receive her widow's benefit of \$87 per month. Based upon a life expectancy of approximately 20 years at age 62 she would receive an additional \$20,880 over the remainder of her lifetime. The total potential benefits would therefore approximate \$55,300 of tax free income.

22. In the event I move after receiving my social security benefits, what action should I take?

At the time you apply for benefits, you will receive a postcard form which you may use to notify the Social Security Administration of a change in your address. You should also sign a change of address notice and give it to the post office at your old address, so that any checks received after you've moved, and before the change of address can be made effective by the Social Security Administration, may be forwarded to you by the post office. ■

College Registrar Opens His Mail and Finds

RICHARD P. BAILEY

Assistant to the Director, Wisconsin State Colleges

Dear Sir: My son wants to enroll at your college. He has been attending the university until just recently. His grades aren't so good, in fact .



My Dear Sir: At your earliest convenience will you fill out and return the enclosed 24 page questionnaire. I am preparing my doctoral dissertation on the vastly important subject of .



Dear Registrar, Will you send me a list of the sororities at State? Also, what is the number of boys to girls? I want to get an education but I also want to get



Sir: This is to inform you that John H. Peterson is totally unfit to hold his position at your college. I had him for a class last semester. Although he arbitrarily gave me a failing grade, I can truthfully say



needs
~~an interest in~~

Sir: My son-in-law has ~~expressed the desire to get~~ more education. Will you send me an application blank which I will



Fellows, I want to tell you about myself. I was all-conference tackle in the northern league last year and six colleges have been corresponding with me since December. I'd like to give State first crack. Can you



Gentlemen, I am intrusted in a scolarship, grant, or if not, a loan. Send me the forms to apply with and then I'll

Auditors Aid Administration Through Research

A. E. MARIEN

Internal Auditing Division, University of Illinois, Urbana

ONE of the chief characteristics of internal auditing is its non-involvement, except indirectly in some cases, with routine current business transactions. Rather, the work of auditing embodies a primary concern for past transactions — their analysis and how some of them might have been performed in a way that would have been better or more nearly correct.

This analysis work, which leads to better business decisions or transactions for the future, creates the research approach to managerial problems. The devotion of internal auditors to nonroutine matters means, also, that time is no restriction to the full use of the research approach.

Research, as defined in Webster's New International Dictionary, is "a critical and exhaustive investigation, examination or experimentation having for its aim the discovery of new facts and correct interpretation, the revision of accepted conclusions, theories or laws in the light of newly discovered facts, or the practical applications of such new or revised conclusions."

Critical examinations by auditors generally, of course, are not of the pure research type. Business research as a field is in its infancy when compared to research conducted by the physical sciences. And business research as a field will never become an exact science since business decisions depend upon the human element. Human behavior is not always predictable because of the great variations in motives. The gathering of facts for decision making, however, minimizes the human (not the humane) element. Part of the success of automatic and electronic data processing is that these machines enable a greater volume of

facts to be assembled for purposes of business decisions in less time.

The chief methods of research are the primary, or empirical, and the secondary, or historical. The latter method is the one most used by internal auditing since the chief concern of auditors is with the analysis of past transactions as they may impinge upon future decisions or transactions. The chief variable for an auditors' examination aside from variations in human motives is "change" itself; the circumstances surrounding a particular kind of transaction may change over a period of time.

For example, the change of expanding college enrollments may require entirely new and better cash transactions for student registration and housing. A transaction of the past and a transaction impending may be identical in composition, but it may be wrong to conclude that the impending transaction should be of the same form as similar ones in the past as summarized by analysis. The like impending transaction may be surrounded by different circumstances or conditions and should be reconsidered in the light of them. For instance, federal or state laws affecting the transaction may have changed.

The sources of data for institutional audit researchers are unlimited. Top-level decisions and authorities as they relate to business transactions may be reviewed in the following: statutes outside the institution, the institutional statutes, the board of control minutes, and the institution's policies and procedures either as they are written or as they are implied from analyses of past transactions. The latter unwritten implications are similar to the dicta of Common Law: The authority for im-

pending decisions is based upon the majority opinion regarding prior decisions to similar cases.

The lower echelon of managerial decisions in regard to transactions may be found in correspondence files and in the auditing office files of previous audits. Decisions at the operational level are reviewed in the records and business documents of the business office, other administrative offices, and of departments. In addition to the college or university library as a secondary source of research data, the progressive auditing office will have its own library of up-to-date reference books in accounting and management, the latter including some topics on human behavior.

By reason of moving to new lunch-eon quarters and the desire for accurate cost data for classroom instruction, the administrator of a college cafeteria wanted a new bookkeeping system. The auditor assigned to this problem of systems analysis first resorted to library resources. After learning about cafeteria accounting systems in general, he resorted to the controller's complete files of financial reports published by colleges and universities throughout the nation. The purpose of this research was to set up a chart-of-accounts analysis of college cafeterias by size of cafeteria. Designing the new bookkeeping system to achieve nearly uniform reporting would afford the benefit of financial end-of-school-year comparisons of this cafeteria with other college cafeterias.

Uniform financial reporting for colleges and universities on a broader scale has been, of course, a definite national area of institutional business research. The final systems suggestion for the problem at hand incorporated the best general accounting principles for cafeterias as well as features of uniform reporting.

A somewhat similar problem dealing with a college hospital was approached by use of the empirical method of research instead of the historical method. Carefully prepared questionnaires that would require a minimum of time to fill in were sent to institutional administrators along with a transmittal letter that committed the auditors to mail the results of the survey to the answering institutions.

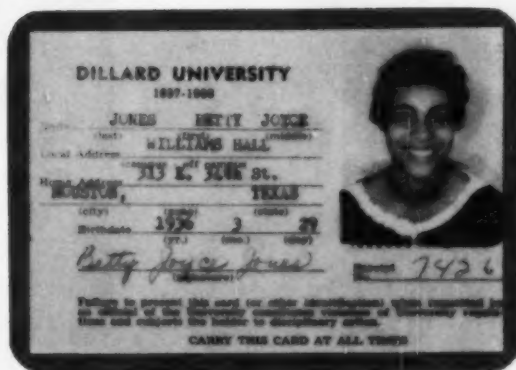
These illustrations, naturally, are more within the scope of operational or constructive auditing than traditional or protective auditing. ■

Putting the Student Identification Card to Work

JOHN A. COOPER

Business Manager

Dillard University, New Orleans



Sample identification card used at Dillard University. Since the cafeteria charge is incorporated in the semester room and board fee and charged to each resident student at the beginning of the term, the I.D. card is used in cafeteria in lieu of a mealbook.

WHILE it has been a traditional practice among colleges and universities to utilize the student identification card as a "ready passport" for admission to campus events, or for checking out books at the library, and for any other identification upon request, to substitute and use the I.D. card in lieu of the cafeteria mealbook is something new.

The "photo identification card idea" for cafeteria admissions was adopted at Dillard University in September 1957 on a trial basis. The success of the system has been such that the management has been encouraged to share the idea. The practicality of this modified honor system, as well as the potential savings, should prove of interest to all administrators.

As a matter of background data, the university cafeteria charge is incorporated in the semester room and board fee, and is charged at the beginning of the term to each resident student's account. Payments may be made to this account on an installment basis. Under this system, to issue mealbooks every 28 days is not necessary. A semester identification of the resident student meets all requirements. Therefore, the introduction of the laminated photo-identification card was met with enthusiasm.

I. D. Card in Dining Hall

Approximately 250 boarding students at Dillard use the cafeteria daily for all meals. Admission to meals is

by the I.D. card, which must be the same as that issued to the holder at the beginning of the school year. This distinction is noted immediately by the cafeteria cashier since all resident identification cards carry a photograph of the holder and are encased in laminated covers of a different color from that of the city students. It is the policy of the university to admit only the rightful resident owner of the card to meals. Other students may pay for their meals at the check-out point. The photo and the additional information in the laminated cover facilitate identification.

Handling Changes

It is not unusual to find changes in student residence status because a campus resident may, upon administrative approval, change residence and transfer to the city. By the same token, a city resident may move to the campus. It has been relatively simple to adjust such changes in status by issuing a new I.D. card and collecting the original one issued. Our campus residents' identification cards are in royal blue laminated covers, while those of city students are in white laminated covers. The color scheme will be changed each school year.

In instances in which an identification card has been lost or misplaced, a duplicate card may be obtained in a matter of four days. Should someone other than the rightful holder attempt to use the card, he is detected immediately.

Should a student discontinue study after the first semester, such change is noted at the completion of the second semester registration.

Students are required to present their identification cards to the cashier at the time of registration. The cards are then die-punched with the number "2" which indicates that the student has cleared with the business office. A record is made of these clearances and a copy is forwarded to the cafeteria management. Should an individual not have this card, a new one is requisitioned immediately. To discourage the loss or unexplained misappropriation of an I.D. card, the student is assessed a replacement fee of \$5. Our experience has been that, out of 900 identification cards issued, less than a dozen have been replaced since the beginning of the first semester.

The Cost Factor

Management is always concerned with finding new areas for stretching the campus dollar. The new all-purpose I.D. card must not be overlooked. In the first year of utilizing this system, we have saved the cost of printing the mealbook. The man-hours saved in the administrative detail of issuing the mealbook every 28 days has provided additional time for doing more fruitful office assignments. Where an allocation of cost is properly determined and distributed to the sharing areas, the unit cost of the I.D. card for the cafeteria works out to be negligible.

An estimated 30,000 visited the new Union during the three days of its grand opening last April 11, 12, 13.

**The institutional look
is the only thing
that's lacking in the**



University Union at Bowling Green

HAROLD VAN WINKLE

Director of Publications and News Service, Bowling Green State University, Bowling Green, Ohio

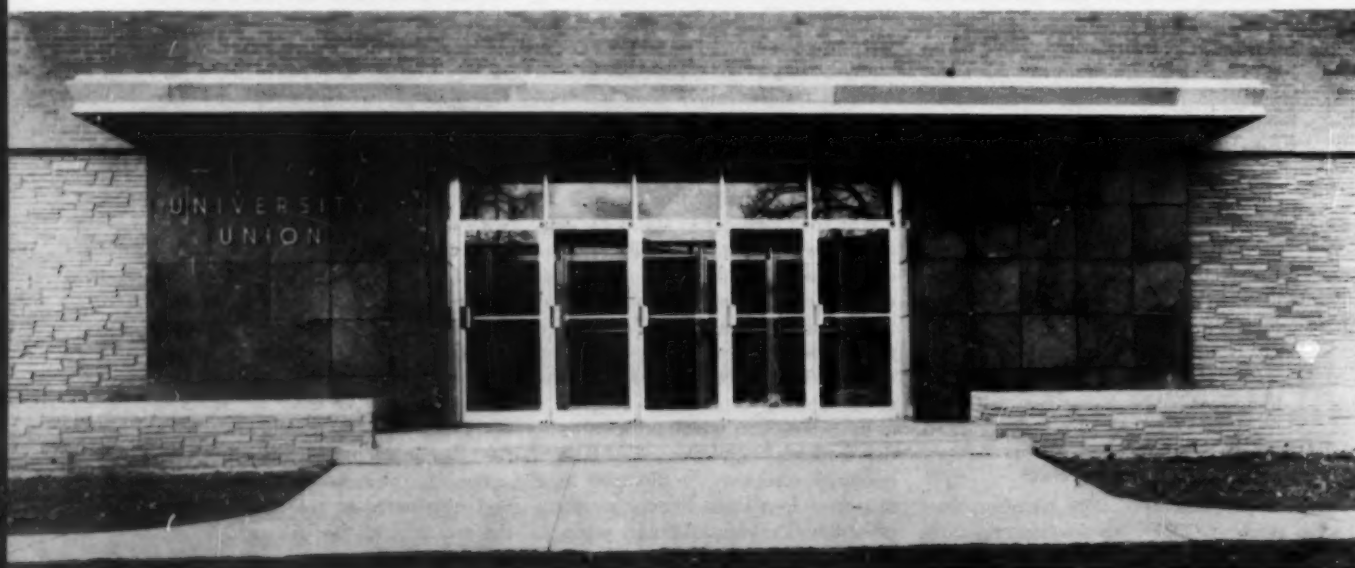
AN ESTIMATED 30,000 persons visited the University Union at Bowling Green State University in Ohio during the three days of its grand opening last spring. Those visitors saw a building located at the heart of the campus and representing a major step forward in the \$32 million campus de-

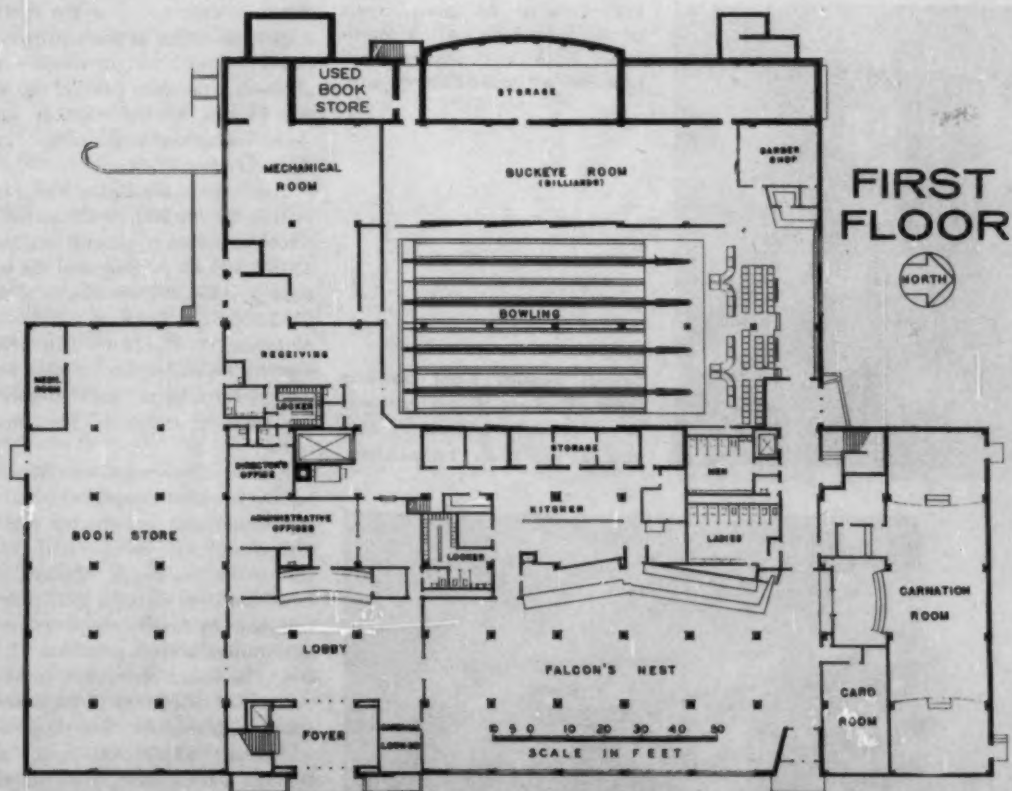
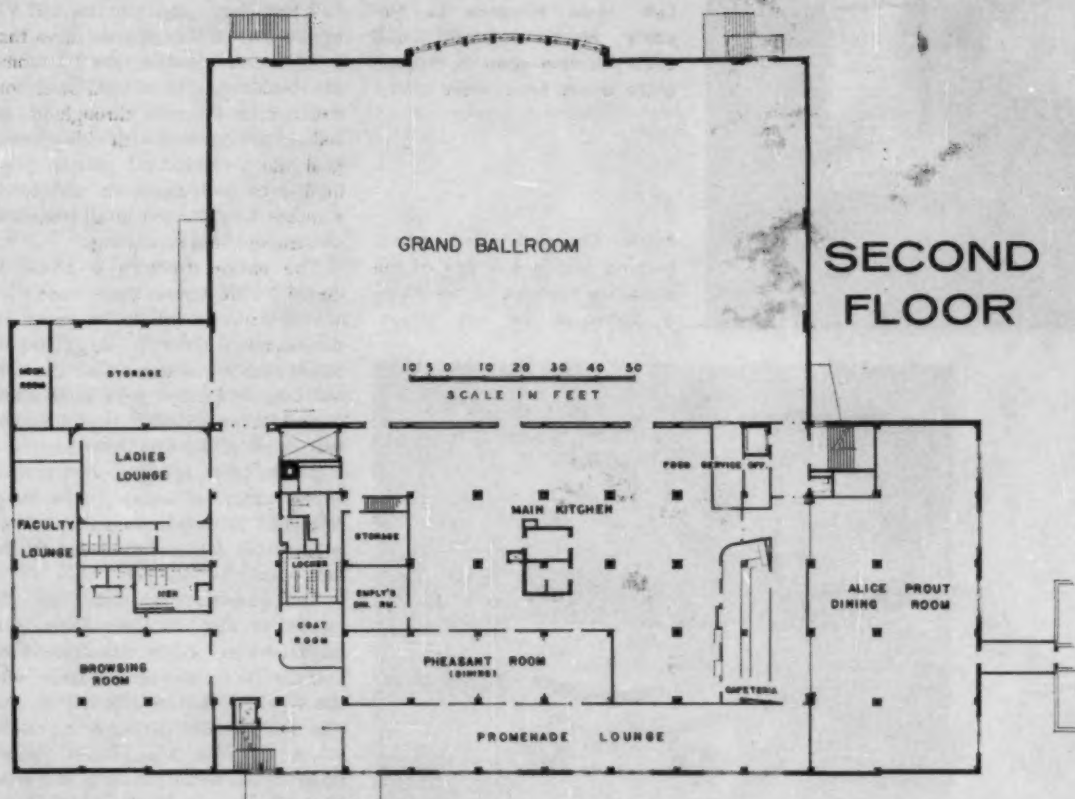
velopment and improvement program now in progress at Bowling Green.

From the front they saw a three-story rectangular facade of warm salmon-pink brick resting on a one-story base faced with random Crab Orchard stone from Tennessee, highlighted with aluminum and dark green marble.

This stone facing rises at each end to second-story height, giving the impression of cradling the immense superstructure. The facade is broken by aluminum windows in regular pattern on the three upper stories, plus floor-length windows below. The Union measures 263 feet along the front, is

Main entrance of Union is flanked by dark green Vermont marble and is sheltered by canopy.







Left: Main entrance to Falcon's Nest; cafeteria and soda fountain area is through glass doors from main lobby.

Below: Copper-hooded, wood-burning fireplace is one of the attractive features of the Alumni Room in the new Union.



Left: One of 26 guest rooms of the hotel type on the fourth floor. Each has private bath and an air conditioning unit.

Below: Besides eight bowling lanes, Buckeye Room contains nine pocket billiard tables and a four-chair barbershop.



195 feet deep, and contains 102,877 square feet of floor space (more than 2 1/3 acres) broken into 80 rooms. The building, of structural steel construction, is fireproof throughout. All ceilings are covered with either acoustical tile or acoustical plaster. High quality in both materials and workmanship was stressed in all phases of construction and furnishings.

The entire structure is air-conditioned, with temperature controlled automatically in all major areas by thermostats. Through an elaborate communication system, with the control console located in a small room just off the main desk in the lobby, any part or all of the first three floors can be reached for paging, announcements or live programs within the building. A special intercommunication system is available for exclusive use in the food area.

There are three kitchens, centrally located on the first three floors: The main kitchen, which measures 54 by 100 feet, is on the second floor, with the Grand Ballroom adjacent on one side, the Pheasant Dining Room on the other, and the Alice Prout Dining Room at the north end. Spacious serving kitchens are located on the first and third floors.

Two passenger elevators — one at the main entrance near the southeast corner, the other at the northwest entrance — and a freight elevator serve all floors. Stairwells parallel the elevators and a service stairway and a dumb-waiter connect kitchens on the first and second floors.

Total cost of the Union was approximately \$2,750,000, with major contracts as follows: general contractor, \$1,070,509.43; heating and air conditioning, \$454,687.98; electrical work, \$181,058.92; elevators, \$58,667.00; plumbing, \$132,429.48. The remainder was expended for supplies, equipment, furnishings and decoration; landscaping; architects' fees, and so forth.

Although Bowling Green State University is a state supported institution, the Union was constructed and furnished and will be operated without the use of tax funds. Student union fees from 1949 through 1957 plus contributions by faculty members and administrative officers provided \$1,150,000. The board of trustees authorized the use of \$500,000 in local reserve funds available for this purpose; an additional \$1,600,000 was raised through a bond issue, to be amortized

over a 38 year period from operating income from the Union.

Bids for construction were opened on July 28, 1955, contracts were awarded in the following weeks, and on September 7 of that year construction work was begun. Between that time and the day the Union was opened, 947 days (slightly more than 2½ years) had elapsed.

Preliminary planning had taken almost that much time, too. In 1953, Dr. Ralph W. McDonald, who had become president of the university two years earlier, appointed a 15 member advisory committee composed of students, alumni, faculty members, and administrative officers to work on plans for a Union. The committee devoted almost a year to the study of unions and the particular needs of Bowling Green. It held frequent meetings, read available materials in national publications, and sent questionnaires to student organizations, faculty members, and individual students in order to obtain information on campus needs and to give others an opportunity to share in the planning.

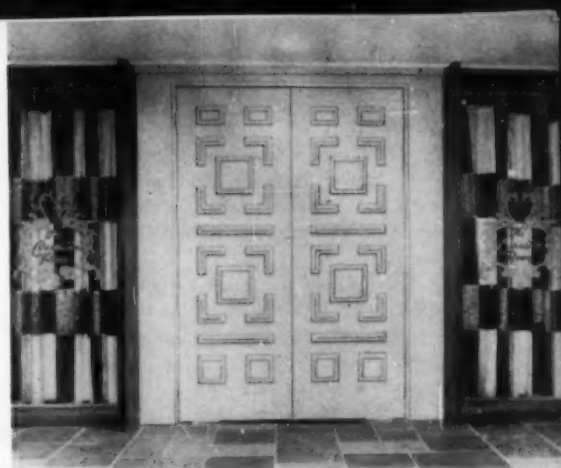
In an effort to profit from the experiences of other institutions, subcommittees visited seven unions on campuses in Ohio, Michigan and Indiana, and individual committee members visited a score of other unions. The committee report was finally ready by February 1954.

In the meantime the architectural firm of Sims, Cornelius and Schooley, Columbus, Ohio, was employed to begin preliminary work on plans. The committee report was turned over to this firm, and for the next year and a half President McDonald and various members of the university staff worked intensively with the architects in planning the building.

The untold hours that went into the planning has paid big dividends. Through tasteful use of color and decoration and through attractive and inviting furnishings, all appearance of the "institutional look" has been avoided.

The building contains a fine bookstore, headquarters for the Alumni Association and the B.G.S.U. Foundation, an office for the coordination of student activities, a lounge exclusively for the Faculty Club, a suite for the entertainment of official visitors, in addition to bowling lanes, billiard tables, a barbershop, overnight accommodations, dining and meeting rooms, and lounges.

Right: Large carved white wooden doors lead from the Falcon's Nest into Carnation Room, a unique evening club.



Below: Historical Suite contains four meeting rooms named in honor of men who occupy important places in Ohio history.



Right: Promenade Lounge has plain interior wall, which provides ample space for hanging paintings and prints.



Below: Women's powder room, with an astonishingly beautiful lounge, has a make-up alcove with floor-to-ceiling mirrors.



LOANS to college students through regular banking channels soon may play a major role in opening college doors to students of limited financial means.

The Maine loan plan is patterned directly upon the pioneer plan that has operated successfully in Massachusetts for more than a year. The plan is based on two essential elements: a foundation that guarantees loans and the banks that actually make the loans.

The foundation for Maine has raised virtually all of a capital fund of \$50,000 from Maine industry. With this sum as security, it guarantees 80 per cent of each loan made by a Maine bank to a college student from the state. Incidentally, the student may be in a Maine college or in any accredited four-year college anywhere in the United States or Canada.

In view of the guarantee, the banks have agreed to make long-term loans to needy students at relatively low interest rates which approximate the prime rate. A student may borrow up to \$500 a year for each of his second, third and fourth years in college. While he is in college the interest due the bank, as well as the additional half of 1 per cent charged to cover the cost of operating the foundation, is added to the loan so that no cash outlay is required. Then, six months after graduation, the loans are consolidated into a single note that is payable in equal monthly installments over the next three years.

It should be emphasized that the Maine plan, as is also true of the Massachusetts plan, is a private venture. No state or federal money is involved, as all the foundation's capital was obtained as gifts from private industry, and the foundation is privately controlled.* The 20 trustees of the foundation serve without salary or reimbursement for any expenses. Eleven of them are businessmen; two are bankers; two educators; three lawyers or jurists; one is a publisher, and one a housewife.

As a result of a fine spirit of public service on the part of Maine's banks, the foundation is able to operate with a limited budget. Not only are the banks making available to the foundation the part-time services of the ex-

*In contrast, the New York plan is set up with a state appropriation: \$500,000 for a guarantee fee and \$75,000 for operating expenses. It is the author's hope that other states will use the private approach rather than involving state funds. That the plans can be placed in operation without government money is evident from both the Massachusetts and the Maine experiences.

Maine Loan Plan for College Students

CHARLES F. PHILLIPS

President, Bates College, Lewiston, Maine

ecutive director of their state association, but they also provide office space and some clerical assistance. As a result, the foundation has but a minimum of out-of-pocket expenses that it must meet; therefore, it can hold most of its income in readiness to meet any obligations that may come from loans in default.

How much aid can safely be extended by the banks to students, based on the \$50,000 guarantee fund? Actually we do not now know the answer to this question, and we will not know it until after an experience of several years to give us factual data on operating costs for the foundation and the volume of loans in default. For the time being, we are working on the assumption that each dollar in the foundation will allow the banks to loan \$10. Using this ratio, the Maine guarantee fund will support \$500,000 in loans to Maine's college students. Currently we estimate that, with Maine's population, \$500,000 in loans will meet our students' maximum needs. However, if our estimate is too low or if experience indicates we can safely loan larger amounts (and, perhaps, eventually also cover graduate school students), we are confident that Maine industry will contribute to increase our guarantee fund.

Advantages and Disadvantages

Some will object that a loan plan has disadvantages from the student's point of view, and it does. There is no

doubt about it that loans give the young man or young woman an obligation that must be repaid at a time of life when there are other financial obligations to be met — marrying, buying a house, starting a family.

The foregoing objection loses much of its validity when one considers the salaries currently offered to college graduates. It is minimized further by the fact that most of those who borrow under this plan will have relatively small repayments to make. For example, a student borrowing \$1500 to supplement his own earnings and aid from his family would be called upon to set aside approximately \$12 a week (over a three-year period) to pay off his loan. Finally, if the claim is true that a college education adds an average of \$100,000 to one's lifetime earnings, the obligation created by the loan seems small indeed.

On the positive side, the Maine plan not only makes it possible for students to get loans but automatically creates a lending agency right in the student's home town — as near to him as his local bank. As compared with a large-scale scholarship plan, a loan program decreases the amount of money needed. First, the money is paid back, so that it can be used over and over again, while a scholarship scheme calls for a new appropriation each year. Second, the amount of money requested is minimized.

Stated bluntly, it is only human nature for a student to seek as large a



Maine students may borrow up to \$500 a year for their second, third and fourth years in college at relatively low rates of interest.

scholarship as he can get, but the obligation to repay the loan encourages him to make the maximum use of other sources of funds — earnings, family, friends — and to keep down the size of the loan he seeks. Every college administrator of student aid funds has often been amazed by how rapidly the amount requested shrinks when the student is told he is being given a loan instead of a scholarship.

Establishing a Loan Plan

Our experience in setting up a loan plan in Maine suggests that the problems involved are not great. The chief prerequisite (as is true in all volunteer activities) is someone who will take the initiative to follow through on these main steps:

1. *Setting up the foundation.* Here the main task is to obtain the cooperation of a number of leading citizens to serve as trustees. One of the trustees should be a lawyer who will draft the necessary legal documents for the establishment of the foundation. One or two of the trustees should be bankers, thereby creating a close working relationship with the banks. In fact, in selecting these banker-trustees, the advice and judgment of the officials of the state banking association should be sought.

2. *Establishing cooperation between the foundation and the banks.* The importance of this step cannot be overemphasized. Both the Massachusetts experience, as well as ours in

Maine, indicates that the banking community is vitally interested in education and in extending financial aid to college students. Our experience also suggests that bank officials are willing to make these loans as a public service, with terms that are clearly less favorable to the banks than would be dictated by commercial consideration. However, the aims and methods of the loan plan must be fully explained to the state's bankers. This task can be assigned to the banker-trustees of the foundation, although they may wish the aid of one of the trustees representing education to appear with them at various meetings of bankers.

3. *Changing state law on liability of minors.* Many college students are under 21 years of age and, therefore, not legally liable for any notes they may sign. To remove this limitation for loans under this plan, the legislature must be asked to revise the law. The task of drafting the necessary revision can be performed quickly by one of the lawyer-trustees, but several of the trustees must be available to visit individual legislators to explain the need for the revision and to appear at any hearings that may be held. Both the Massachusetts and Maine experiences suggest that, once they are acquainted with the need for the change, the legislators will act promptly.

4. *Procuring the guarantee fund.* Our Maine experience makes it clear that businessmen are highly favorable

to loan programs. As a result, they respond readily to an appeal for funds for the purpose of providing the guarantee feature. To approach them we formed a small committee from the board of trustees. This committee prepared a list of Maine firms, classified as to size and ability to give, and eventually decided to concentrate its efforts on a small number of firms, seeking a substantial contribution from each. Several companies contributed \$5000 each and the balance is being obtained in smaller gifts.

5. *Promoting the plan.* There are two main groups to whom the loan plan must be explained — the banks and potential borrowers. To inform the banks, a series of sectional meetings of Maine bankers was held. Taking with him a carefully prepared portfolio of all the necessary forms, the person making the presentation went over each of them. Explanatory written material was also prepared so that each bank could quickly find an answer to questions that developed as the plan went into operation.

So far as students were concerned, we relied largely on a small and inexpensive brochure to give them the necessary information. At the college level, the brochure was sent in quantity to the deans of students. In many cases the deans had appropriate material inserted in college newspapers. To encourage precollege students of limited means to think about the possibility of a college education, the brochure also was widely distributed in high schools, and guidance officers were informed of the plan. Radio and newspapers were helpful in spreading information about the plan to the public as a whole, as well as to students.

Interstate Plans

The Massachusetts, Maine and New York loan plans are on a statewide basis. As plans develop in other states, it is to be hoped that some of them can become interstate in scope. For example, the risks would be spread more widely (a good insurance principle) and the total operating cost reduced by having a single foundation office in Boston to serve all of New England. It was with this thought in mind that the Maine plan was incorporated as the New England Higher Education Assistance Foundation. The advantages of consolidation may also be significant in some other areas of the country. ■

Procurement Policies in Land-Grant Colleges

"Purchasing's Place and the Need for Procurement Policies" is the third article of this series, based on a comprehensive review of literature and on a questionnaire sent to all land-grant institutions. It culminates in statements of policies based on this study

H. DEAN EYRE

Purchasing Agent, Utah State University, Logan

A COMPARATIVELY new procurement official decided it would be a good idea to visit the various department heads on the campus. At one visit the department head said: "This is unusual to have someone from the business offices come to see me. What have I done?"

The purchasing representative explained that the purpose of the visit was to inquire if the purchasing department could improve its service in any way to the department. The department head turned a little pale and said: "Excuse me, but this comes as quite a shock. The only personal contact I have ever had before from the business offices is when I have done something wrong." What a deplorable situation.

Let's review the proper place of purchasing in an educational institution.

The primary objectives of educational institutions are instruction and research. And, to quote Irvin K. French, "the function of the business office is purely and simply that of a service organization" to attain these objectives.

High quality instruction and research are what make a university great, and H. T. Porter tells us that "the business office and the purchasing department contribute to that greatness only as they perform a significant service to the academic and research departments."

H. C. Gregg asserts that "the place of the purchasing department in an educational institution is side by side with the faculty of instruction, discussing problems with mutual understanding and cooperation to promote the best instructional facilities."

Centralizing purchasing departments began in big business. The economy and efficiency obtained by centralized purchasing were necessary in order for them to stay in the competitive market.

Figure 1 shows the recommended administrative level of purchasing.

The parallel placement to treasury and accounting, factory manager, stock record and inventory, and sales manager of industry could very well be (in schools) controller, superintendent of buildings and grounds, registrar, and public information bu-

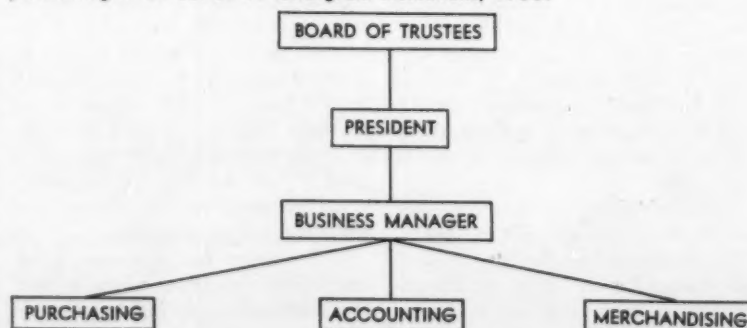
reau, respectively. Since procurement includes all the steps of acquisition from the determination of the nature of the item to final delivery, Howard T. Lewis points out that the purchasing agent should be included in the planning stages, along with other officers of administration, when the purchasing of goods and services is being contemplated.

Turning to my questionnaire sent to land-grant institutions in all states and three territories, we find 37 institutions set up according to Figure 2, although the position labeled Busi-

Fig. 1 — Organization Chart (taken from N.A.P.A. Handbook)



Fig. 2 — Chain of authority and administration level of purchasing in 37 out of 41 land-grant institutions, 1956.



COLLEGE and UNIVERSITY BUSINESS

ness Manager might be called Vice President or Controller or other title.

Some respondents volunteered the opinion that Buildings and Grounds should also be listed under the business manager on the same level as purchasing. This important phase of operations was not listed in the questionnaire.

The only variances from the pattern shown in Figure 2 were as follows: (1) At one small school, the business manager is also the purchasing agent. (2) At one large school, a controller is under the business manager and the purchasing agent is under him. (3) At one medium sized school, the director of physical plant is under the president and the procurement function is under the director of physical plant. (4) At one large school, the graph is the same as shown in Figure 2 except purchasing is over merchandising.

Thirty-three replied that they believe the chain of authority to and including purchasing *should be* as shown in Figure 2. Only two made comments or other recommendations. One purchasing official suggested a vice president and dean of administration under the president, a treasurer under the vice president, and a purchasing agent under the treasurer. Another purchasing official suggested a business manager rather than a controller, which is the setup there.

A suggested policy statement based on the study is as follows:

The purchasing agent is responsible to the business manager and is on the same administrative level as accounting, merchandising, housing and plant operations. His function is to serve the institution's primary objectives of education, research and extension in obtaining of goods and services.

Need for Procurement Policies

The procurement of goods and services for schools is an operation of magnitude. Millions of dollars are spent annually in many school districts and public educational institutions. Since a university covers nearly every field of endeavor, the variety of merchandise procured reaches into every business and industry.

Purchases include such items as automobiles for the car pool, trucks for the experiment farms, airplanes for aeronautics, foodstuffs for the cafeteria, furnishings for the residence

halls, building materials for plant operations, books for the library, waxes for the floors, glassware for the laboratories, pickled specimens for biology, precision tools for tool engineering, and football equipment for athletics — just to mention a few of the requirements. The purchasing department takes care of all negotiations, from receipt of the requisition until presentation of the final bill to the controller's office for payment. This includes receipt of the items from the freight companies at a central receiving warehouse and distribution to the various departments on the campus.

At the outset of my study, I wanted to be assured that there was need for it. In answer to the first question of the questionnaire, "Do you have definite and written procurement policies at your institution?" 30 answered Yes and 14 answered No. However, in answer to the question, "Do you think there is need for a better listing of good procurement policies at your institution?" 30 answered Yes and only 15 answered No. Evidently, even where schools have definite and written policies, most of the purchasing agents consider them inadequate or incomplete. The study, therefore, would seem to be justified from the standpoint of need.

Citizens wish the money of educational institutions to be spent wisely because their tax dollars, fees and grants support education. Merchants seek profits in this sizable market. Sometimes these two interests conflict. The objective view is expressed by Harry F. Daum: "It is the responsibility of the board of education to provide . . . the best education the community can afford." To meet the obligations to the taxpayers, to deal fairly with the competing vendors, and to reach the objective of educational officials, it is essential that definite policies be set up for the procurement of goods and services. These policies may come from several sources.

Establishment of Policies

In a national survey of public purchasing agencies in which school and educational agencies were well represented, the question was asked: "Is purchasing procedure described in detail in a statute or ordinance?" Apparently many have felt that public procurement regulation was vital enough for legislative action because 46 out of a hundred replies to this question of the survey answered Yes.

Other sources would be: (1) standards set up or approved by the policy making bodies of educational institutions, (2) regulations handed down by executive administrators, and (3) standards set up by the procurement agency itself.

From my questionnaire I tried to determine sources of existing policies in land-grant institutions as follows:

	Single Source	Multiple Source*
By state laws	9	13
By boards of trustees or policy making body	5	10
By executive administrator	2	17
By the procurement agency itself	7	19

*Multiple source numbers indicate partial origin from respective source.

Seven of those who had policies listed in their state statutes checked the item that their laws were not in detail. We can conclude from the foregoing figures that procurement policy fixing is not centered in one area and that, in the majority of institutions, this fixing is left to the procurement agency or to the executive administrator in charge of the business affairs of the institution.

From the standpoint of ease of operation as well as protection of operation, purchasing officials believed that the sources of purchasing policies *should be* as follows:

	Single Source	Multiple Source*
Spelled out in state statutes	3	3
Prepared or approved by the board or policy making body	16	10
Handed down by the executive administrator	5	11
Standards set up by the procurement agency itself	9	11

*Multiple source numbers indicate partial origin from respective source.

Laws, regulations and standards are the foundations of good purchasing action, which is summarized in the term "purchasing policies." Without proper guideposts, educational purchasing activities would be inconsistent and subject to criticism of taxpayers, merchants and school personnel.

As indicated by the returns to the questionnaire, the majority opinion is that purchasing policies should be prepared or approved by the board of trustees or policy making body of the institution. Unity of purpose, good teamwork, and greater strength are accomplished if policies come from this source. Official axioms and postulates for purchasing sanctioned by the board can make it a more exact science, one of greater consistency. ■

An Effective Device To Obtain Endowment

T. E. BLACKWELL

Educational Management Consultant
Washington University, St. Louis

DURING the past few months, the *Wall Street Journal* has carried a large advertisement reading, in part, as follows: "Pomona College can eliminate your capital gains tax and pay you tax exempt income for life."

Evidence of the effectiveness of this appeal and of the promotion of other life income plans offered by Pomona may be found by an examination of its balance sheet. As of June 30, 1957, Pomona College held a total of more than \$3,400,000 of funds subject to the payment of life income and, in addition, more than a million dollars subject to the payment of annuities.

Life income agreements have been used for many years by organizations desirous of obtaining capital funds. Even the conservative "Old Lady of Threadneedle Street," the Bank of England, made use of this device. The British "Consols" were based upon the Bank of England annuity agreement proceeds. Comparatively few colleges and universities are without at least one fund of this character.

In any discussion of the legal and tax implications of this subject, it is necessary to make a sharp distinction between the sale of an annuity and the acceptance of a gift subject to the payment of life income. The Commissioner of Internal Revenue has made this distinction in the following excerpt from one of his tax rulings by letter,¹ dated Dec. 4, 1946:

"The term 'annuity,' as ordinarily understood, connotes an obligation of a person or company to pay the annuitant a certain sum of money at stated times in consideration of a gross sum which is exhausted in the course of such payments in contradistinction

to an obligation to pay the interest or earnings of a certain sum which remains constant."

This definition emphasizes several points of concern to an institution contemplating the use of such agreements. By the terms of an annuity contract, the college is obligated to pay the annuitant a fixed amount each year. "The essence of an annuity is that it is paid at stated intervals absolutely and without contingency."² If the contract is for life, it is quite possible that the sum paid for the contract, plus interest, may not be sufficient to provide the agreed annuity payments. Mortality tables for annuitants reveal the interesting fact that they live longer than does the national average.

Annuities Financial Hazards

Because of the ever greater life expectancy of persons in this country, annuity contracts represent a financial hazard to those offering them. This hazard may be small if the agreed rates are conservative. A large insurance company, with many thousands of contracts in force, can rely with some assurance on "the law of averages," whereas, a college, with only a few contracts, is unable to obtain the protection of this statistical law of large numbers. Even insurance companies are compelled to adjust their rates, based upon the advice of highly skilled actuaries.

For these reasons, colleges have begun to favor the use of the life income agreement, sometimes referred to as an "irrevocable trust." Under such an agreement, the college agrees to pay the donor merely the income earned by his fund.

From the donor's point of view, this form of agreement may have several disadvantages. First, he has no assurance as to what his income from the fund will be from year to year, whereas his income from an annuity agreement is fixed and determined in advance. Secondly, the income from an irrevocable trust is taxable, whereas only a portion of the income from an annuity is subject to taxation. By definition, an annuity agreement contemplates that the sum paid for the contract will be drawn upon, if necessary, to maintain the fixed periodic payments to the annuitant. Consequently, the Federal Tax Code permits that portion of the periodic payment that represents return or repayment of principal to be received by the annuitant free of tax.

You will recall that the advertisement of Pomona College offering a life income agreement stated that the income would be tax exempt. Because the agreement described was clearly not an annuity contract, I was interested to learn how the college could promise the donor a tax free income.

Upon reading the descriptive material sent upon request, I found that the college proposed to invest the funds received in tax exempt state or municipal bonds rather than in the usual corporate securities. Of course, tax exempt bonds may be purchased by any investor. However, if his present investments were purchased when the security market was lower than at present, he would be compelled to pay a capital gains tax if he sold his securities to purchase tax exempt bonds.

By making a gift of these same securities to the college, he receives credit for their full market value without paying the toll of a capital gains tax. The college, in turn, is able to invest this full amount in tax exempt bonds and pay him the entire interest, without subjecting him to taxation.

Furthermore, he is able to reduce his income tax for the current year by deducting from gross income the present value of his gift to the college. This present value is computed from actuarial tables³ used by the Commissioner of Internal Revenue. This tax benefit, plus the avoidance of a capital gain tax, and the tax free character of the income received, makes the net yield from such agreements very attractive, especially to those in the higher tax brackets. ■

¹Let. P:T: 2 - WIT - 2.

²Sadie Wilkes et al. v. Commissioner, 2 T.C.M. 809.

³U. S. Life Tables and Actuarial Tables 1939-41 with interest at 3½ per cent per annum.

Intellectualism Is Not Dead

It is not even in critical condition
in America, despite the alarms of the weak in heart

GUS TURBEVILLE

President, Northland College, Ashland, Wis.

IN RECENT years the intellectuals have taken a bad beating. They were ridiculed in the last two elections as "eggheads," and during the New Deal days as the "brain trust." In these present emotionally saturated days, individuals who read "leftish" publications (at one time the *Daily Worker*, later the *New Republic*, and now *Time*!) are immediately suspected. Many people seemingly can't conceive of the fact that there are other people who are curious about many schools of thought and whose reading habits reflect this fact.

One mistake that has been made has been the identification of intellectualism with liberalism or even radicalism. This type of identification has been unjust to the many thousands of conservative intellectuals. Of course there are intellectuals who are radical, and even some who are disloyal to our country. But there are also many nonintellectuals who could be similarly described. Any adequate sampling of intellectuals would find all climates of political opinion ranging from extreme right to extreme left with a clustering near the center.

"Intellectuals" Differ

A special type of "intellectual" is personified by a girl I knew in college who did not like the music of Tschai-kovsky or even of Wayne King. In fact, she did not like the music of any popular composer or artist. The music she liked was inevitably written by some modernist, experimentalist or obscure musician whose music was seldom heard. This girl did not like the writings of Mark Twain. She did, however, like the work of James Joyce. She liked Joyce, it seemed, because

most people had no idea what Joyce was trying to say. In the field of art she did not like the traditional masterpieces of Rembrandt, Titian or Leonardo da Vinci. She did, though, go into ecstasies over some abstract or impressionistic work. Among her teachers she did not like the popular teachers who gave interesting, well organized lectures. She did like very much those teachers who came to class consistently unprepared for the lecture and who rambled about in aimless fashion.

This girl was trying very hard to be an intellectual, but was not succeeding. As a matter of fact, this girl actually was quite intelligent, but I must add, very suggestible. She felt that an intellectual should not like anything that is popular, but rather should like things that are abstruse. This girl in reality was a pseudo-intellectual. Our college campuses are full of them, both in the student body and also on the faculty. These individuals can be distinguished partly by the contempt with which they look on others.

Real intellectualism is characterized by the utmost clarity and simplicity. Anything becomes obvious once it is understood, so the problem is to state the difficult in the simplest terms possible. As a student I had difficulty with the work of some of the social theorists, such as Max Weber and

Emile Durkheim. Now that their social theories are understood, their work becomes fairly plain.

An erudite person does not need to put on airs. In fact, some of the most intelligent people I know are individuals who never attempt to sound erudite. They use simple, ordinary language, and can talk about the weather without having to put it into an intellectual frame of reference.

Scientific Method Fruitful

An intellectual attempts to apply the scientific method whenever possible. By the scientific method is meant the use of quantification, measurement and verification under controlled conditions. Also the scientific method calls for the use of nonemotional terms, and so it is one of the best antidotes for mass hysteria. The scientific method is the most fruitful technic man has yet devised for progress, and should not be cast aside lightly.

An intellectual does not know the answers before he begins his reason-



Our campuses are full of pseudo-intellectuals who believe that anything that is popular should not be liked. They can be distinguished partly by the contempt with which they look on others.

ing. Most of us, I fear, do. We know, for example, that the answer is four. Then we say: "The problem must be two plus two, or five minus one, or the square root of 16." In those cases we know the answers and are trying to find reasons to support that which we already know to be true. Less abstractly, we may know that the "answer" is the Democratic Party or the Moham-medan religion, so we read or listen only to arguments that support that particular point of view. A real intellectual does not know the answers beforehand, but uses his reason to carry him where it may.

An intellectual is curious about his sources of information. He wants to know who said what under what conditions. He wants to know what a particular set of figures is trying to prove. He wants to know if the person presenting the figures has a vested interest. The intellectual knows that statistics are not the same as truth because it is axiomatic that statistics can be used to prove anything.

Examines Others' Ideas

A real intellectual is interested in knowing all points of view. He knows that, by examining ideas from many sources, his own resulting beliefs have more strength and more logic, and bear more fruit. Truth seldom lies with the extremes, but rather at some moderate point which frequently is a compromise between fanatics of opposing camps.

Recently a friend of mine, a college graduate, was in my home and noticed a copy of the *New Republic*. His reaction on seeing this publication was, "My goodness, I didn't know you were a Communist!" Anyone who is at all familiar with the *New Republic* knows that it is a liberal publication, strongly anti-Communist. Upon hearing this statement by a supposedly well educated young man I wondered: "Have we really gone this far? Is it no longer possible for a person to read magazines representing various shades of political opinion?" For years I have subscribed to a number of magazines representing both conservative and liberal points of view, partly because my own opinions have not jelled, and also because I enjoy seeing what different groups are thinking.

In his recent book entitled "The Conflict in Education," Robert M. Hutchins, former chancellor of the University of Chicago, states that we cannot isolate people from ideas. Be-

cause we can't isolate people from ideas, we have an obligation to prepare them for the thoughts with which they will come in contact. In this country we have done a comparatively good job of discussing various points of view in spite of the work of vigilante committees in certain communities.

As evidence that our country's way of presenting not just one point of view has paid off, we may look at the fact that out of thousands of American boys who were Communist captives in the Korean War, at last count only 16 (the number is constantly dwindling) elected to stay with the Communists in spite of "brain-washings" lasting over a period of years. Although the fact that any American boy stayed behind is sufficient to cause considerable regret and sorrow, yet we should be proud of the fact that no more stayed behind. In contrast, look at the many thousands of Communist troops who elected to stay with non-Communist countries after having been in Allied captivity.

There is ample reason to believe that the Communist totalitarian system is loath to allow its members to come into contact with other ideas for fear of apostasy. Well it might! That is why it seems essential for us to maintain our freedom of thought because that is the best possible protection against the contagion of inferior ideologies.

Retreat or Think

Thinking occurs when we are confronted with differences. If we are constantly told that which we already believe, little or no thought will result. But if we are presented with ideas that are diametrically opposed or that vary from that which we already believe, we must either retreat or we must think. Thought, of course, is an indispensable ingredient for progress. Our country has progressed to its present high position in part because we are individuals representing many different cultures somewhat at variance with one another. Out of this thought has come considerable progress. If only one thought pattern is presented, thinking in that area dies.

The idea should not be gained that an intellectual is a completely nonemotional person who constantly applies the scientific method to all situations. As a matter of fact, the intellectual has as much need for an emotional life as anyone else. Emotion is a chief ingredient of happiness, sorrow, love and

religious experiences. Emotion is needed in religion, in art, in music, in dancing, and, of course, in love. Perhaps it would be best, though, if emotion is left to those areas, and is not thrown helter-skelter into politics or economics.

This country has need for a vigorous intellectualism that will help us both to think and to express ourselves clearly. We should encourage people to discuss even unpopular ideas. After all, the basic ideas of America today, ideas such as democracy, Christianity, free enterprise, and a free system of public education, at one time were very unpopular ideas. It may be assumed that many of the ideas that in the future will be looked upon with favor are ideas that presently are unpopular in many quarters.

Snobbery Clouds Issues

An eclectic approach to the major schools of thought concerned with present-day controversies is the one that appears most feasible. This enables us to obtain the best ideas from many sources. In this eclectic approach the need for clearness of thought and communication must be emphasized. There is no room here for intellectual snobbery or for pseudo-intellectualism. They merely cloud the issues, whereas real intellectualism clears issues.

Our systems of government, economics, religion and education have nothing to fear or lose from freedom of thought, but much to gain. By being free, they can keep abreast with progress, and can keep from becoming stagnant and sterile. Systems that are really free can choose the best and reject the poor.

The seeds of disintegration are inevitably sown by totalitarianism, regardless of its cloak, because *despotism does not allow for changing circumstances and conditions*. We must keep those seeds from falling on fertile soil in this great country of ours. It seems to me that the best way of preventing this is to give ideas a free rein.

No, intellectualism is not dead in America. It is not even in a critical condition despite the alarms of the weak in heart. It is suffering from a bad "head cold" and from a sometimes hostile public opinion. But true intellectualism is the basis of progress and mankind's eternal hope for a better tomorrow. We must nurse it back to full health, and help it to help us because it represents the rational side of all of us. ■

PPRIVATE colleges must demonstrate efficient management to the public if they are to seek financial assistance from the public, particularly from business.

Some institutions can point to a long record of good stewardship. Others have yet to awaken to the challenge. Here is the report of one private college educating 1500 women annually.

Five years ago Stephens College requested the Fund for the Advancement of Education to assist it in financing a management survey. Though this 125 year old college had had an enviable record of growth and financial strength over the last 35 years, financial and physical problems made evident in 1953 the need for an appraisal of its operation.

The Fund, interested at that time in demonstrating to the educational world the value of management surveys, shared with the college the cost of a \$25,000 survey, a modest project by the standards of the management counseling profession.

Working as a team, the newly elected president, the management consultants, the retiring college controller, and I, as newly appointed business officer, made a three-month exploratory survey of administrative, business, plant and auxiliary operations. Following this, the college proceeded with more precise inquiries into each area of potential economy or improvement during the next five years. Systematically studying one after another, the college has revamped organization and management reaching into every aspect of college operation. The stimulation of each year's improvements suggests those for the next year to produce a "sustained reaction."

What were the purposes of these studies? First, economy was imperative. The college could not continue long without righting its finances. Savings over a five-year period are difficult to trace, with changing enrollment, salaries, prices and functions. Those savings that can be readily identified amount to almost \$460,000 annually. Only \$96,000 of this resulted directly from serving a small enrollment. The remaining \$364,000 of cost reductions was produced by the management improvement campaign. This saving is equivalent to the annual income from an \$8 million endowment.

Another purpose was administrative efficiency, that is, better means of

Do Management Surveys Produce Results?

***Stephens College finds they do
and has the figures to prove it***

GORDON P. FREESE

Vice President for Finance and Development
Stephens College, Columbia, Mo.



Above and below: The conversion of a Stephens College dormitory, which had been built in 1890, into a classroom building was achieved by removing the partitions and renovating with modern building materials.



management control; more useful information more rapidly produced; more adequate supervision at points where immediate decision is needed; reduction of loads upon executives through the establishment of standard policies and procedures, and better utilization of resources.

A third purpose was greater definition of college objectives. The development of the new campus master plan, for example, has provided essential guidance to building preservation or demolition, and land acquisition efforts.

The order in which improvement efforts were undertaken during the five years has been dictated both by relative urgency and opportunity. They are presented here arranged by conventional management subjects.

Staffing Key Positions

Through various fortuitous circumstances, the new president had the opportunity during the first two years to select new persons to fill six out of the seven key positions through which college operations are directed. In doing so, he was also able to redefine the character of the positions and to inject fresh, vigorous leadership into each.

These persons in turn found opportunities to appoint new leadership in their respective areas. Among the business and plant operations, for example, it was possible, without creating personal hardship, to appoint new persons to eight out of 11 supervisory posts. The selection and guidance of these persons were unquestionably the

greatest ingredients toward success of the five-year effort, for it was these people who in turn suggested and executed proposals for improvement.

Developing Fiscal Controls

Executives long in office frequently know their operations so intimately that the customary tools of management seem scarcely necessary. However, an incoming executive seeks organized information and procedures for exercising his direction. For this reason, the first step at Stephens was the construction of a comprehensive budget to measure financial requirements and to present a sound financial plan to the trustees.

A second step was the revision of the accounting system to produce reports consistent with the budget, and aligned with the accounting classifications generally advocated by the National Federation of College and University Business Officers Associations.

Effective budgetary management also required closer control over college buying. Accordingly, the purchasing of goods and services was centralized. Not only was budget control assured but the other advantages of directed purchasing — solicitation of competitive bids, location of new products and sources, and insistence upon standards and services — were gained. Together, budgeting and purchasing efforts brought savings of \$139,000. Of this amount, \$72,000 was saved by eliminating recurring purchases of goods and services. Another \$67,000 was saved by competitive bidding,

volume buying, and larger discounts. Similarly, employment practices were brought under consistent personnel and fiscal policies through central direction. Again the benefits have been manifold. Better employees have been obtained, and higher employee satisfaction has been apparent. Employees have been hired consistent with approved budgets and job classification plans. Most of the inequities of pay and work among employees have been eliminated.

Eliminating Surplus Personnel

The financial problems existing in 1953 grew out of declining income as the postwar enrollment wave subsided. This drop had not been offset by reductions in staff. Studies showed that sharp reductions in staff could be made without impairing standards of service. For example, analysis of the college laundry operation with the aid of the American Laundry Institute resulted in a 42 per cent reduction in laundry workers, without adding equipment or reducing the volume of work. In fact, a greater load was imposed. Another study led to a reduction in the watch force from 13 men in 1953 to six men in 1957. The areas patrolled remained unchanged. The watch force's functions were increased.

Since 1953 the total staff of the college has been reduced from 715 to 583, a cut of 18 per cent. By coincidence, both faculty and nonacademic personnel were reduced by the same percentage. This economy represents an annual saving of more than \$250,000. The teacher-pupil ratio remains unchanged at one to nine. The reduction was accomplished without diminishing the academic program or any significant services to the students. From the studies the college learned a great deal about actual staffing requirements. In fact, as the college expands again to the 1953 level of enrollment, it will reestablish no more than 20 of the 132 positions eliminated in the last five years.

Speeding Work With Machines

Stephens had few pieces of modern labor saving equipment in 1953. Since then, the equipping program has not only saved labor, but has helped do jobs better. In other cases, with new equipment the college staff performed jobs itself for the first time at important savings. A few kinds of equipment now used are automatic "flight type" dishwashing machines, rotary ovens, book-

Eager buyers at an auction not only purchase contents of buildings but buildings themselves. Buyers clear away buildings at their own expense.



keeping machines, power carpentry and painting equipment, commercial scaffolding, a fork-lift truck, a mobile air compressor and welder, and additional power mowers. Many of these were acquired from federal surplus property sources.

Revised procedures also produced many other labor savings. For example, cash payments to wage employees were replaced by machine-written checks; this has eliminated the packaging of cash, as well as the danger of robbery. Again, rather than paying students in cash for their work, their accounts at the student bank are now simply credited with the amount earned. Moreover, students are now paid monthly, rather than weekly, eliminating 75 per cent of the payroll preparation.

The careful timing of the handling of various classes of mail received at the college post office eliminated peak loads and permitted reduction of staff. A study of college operated local bus schedules revealed that one driver and bus, rather than two, would be sufficient, except for a few weeks in the spring and fall.

The admissions office found it could reduce personnel costs by substituting printed or multigraphed replies to routine correspondence.

The college also eliminated services that it was not well qualified to perform. During the summers, it had been storing the property of returning students, although it had no satisfactory space, suitable containers, or adequate procedures for the task. This service is now more satisfactorily performed by a local storage firm, for a small charge to the student.

Many of these measures did not result in a direct reduction of staff. However, it freed workers to perform sorely needed maintenance tasks on college property.

Strengthening Physical Plant

The buildings and grounds department had grown without plan since the time 30 years earlier when the college had consisted of three Nineteenth Century buildings. Plant maintenance had not seemed a great problem during the intervening 30 years. Patchwork on the older buildings served to keep them in operation. Superficially, the \$5 million worth of new buildings appeared to need little maintenance in their early years. Actually, a grave and widespread deterioration had taken place. Consultants who inspected the

physical plant warned that the college plant "would fall apart in another five years" without comprehensive rehabilitation.

Supervision by the nominal foremen over carpenters, painters, general mechanics, janitors and maids had been at best no more than well intentioned. Foremen had functioned without benefit of basic maintenance policies. The two largest groups, more than 70 maids and janitors, worked without direction other than by one supervisor who was confined to her desk by paper and telephone work. No organized grounds force existed. Rather, a so-called "bull gang," without an immediate foreman, worked on the grounds when not performing other routines.

Workmen Use Own Cars

As stated previously, the department had little mechanical equipment. Workmen even carried lumber from commercial yards to the job in their personal cars. Moreover, the department had no central receiving point or warehouse, in fact, no storage other than 30 or more locations in dilapidated barns, damp basements, tumble-down garages, and crawl spaces under buildings. These storage spaces had been accessible to anyone, inviting both pilferage and careless use of materials.

Also indicative of the general standard of care were the trash houses, centered sometimes in full view, at convenient points on each college quadrangle. Janitors would empty their trash carts in — or close to — these depots where the trash would remain until the weekly removal.

To combat these problems, the college engaged a young graduate civil engineer as buildings and grounds director. He was instructed to organize the department and rehabilitate the plant. He took over an office that at the outset was literally without records, personnel regulations, budget, buildings plans, inventory or materials source information.

Today the grounds foreman and his crew have well defined responsibilities, work schedules for routine operations, and a list of supplemental projects to be accomplished in spare time. This group has become most versatile. The men can be assigned a wide range of tasks, generally below the skilled craft level, though they have developed such skills as cement finishing and repair of steam lines. By judicious assignment of duties, the college has

this group performing tasks more economically than would the more skilled craft groups or outside contractors.

Restoring the Campus

The survey found building rehabilitation needs of two types: readily observable needs for redecoration and modernization, and the more serious but less obvious mechanical or structural deterioration, such as leaking roofs, corroded plumbing lines, leaking steam lines, rusted valves, worn steam return pumps, damaged boiler flues, and overloaded electrical circuits. The college has overcome the worst deterioration by a systematic maintenance effort during the last five years, and has transformed the interiors of 16 major buildings to a pleasant modernized appearance. But the college would hasten to add that deferred maintenance, such as this, leaves its scars upon structures, and costs far more than would timely maintenance.

While permanent buildings were being renovated, temporary and obsolete structures were being removed. Each June for five years, obsolete buildings were auctioned to the highest bidder for salvage and removal. In total, 25 buildings were removed, both to beautify the campus and to make space for such new structures as the chapel and health center.

Residence hall, office and classroom equipment were also replaced in wholesale quantities as buildings were renovated. Following the building auction each summer was the auction of obsolete furniture and furnishings. These sales became community events of major proportions each year, attended by hundreds of householders, rooming house operators, and second-hand dealers. Sales of these discards sometimes totaled \$4000 or more, generating funds to pay for from 10 to 20 per cent of the cost of replacements. Beds, chairs, desks and chests, mounting into the hundreds, were disposed of by these means.

Protecting Lives and Property

Prior to 1953, each night the dormitory doors were locked and the resident counselors retired with the keys. In case of fire the lives of any number of the 1500 sleeping students depended upon the alertness and presence of mind of the counselors. In many ways, lives and property were in jeopardy, in large part with the cognizance of the college's insurance underwriters. "Panic bars" for emer-

gency opening of doors, a device in use elsewhere for over a generation, were installed in 1953 to overcome this hazard.

Believing that greater protection could be obtained at less cost, the college revamped its insurance coverage over a four-year period, shifting entirely to different underwriters. Fruitful results were achieved. First, the college and the new insurers began rigorous inspection and prevention measures. They found, for example, rusted and closed gate valves in the city main, gravely reducing pressure at fire hydrants serving the campus. Inspecting buildings, they found virtually every attic filled with combustible materials.

Far higher and broader coverage was obtained. Personal liability, which had been at a mere \$50,000, was raised to \$1 million. Despite higher coverage, the college made dramatic savings. An average of 30 per cent was saved on the more than \$30,000 of annual insurance premiums being paid prior to 1953.

Among the newer insurance features adopted by the college is a \$5000 deductible clause on real property policies, a saving of 25 per cent in exchange for a modest risk assumed by the college. The underwriter insuring 35 small rental and auxiliary properties dispersed over several city blocks recognized the "wholesale" character of the account and passed the savings on to the college, rather than charging as though he were writing a separate policy for each structure.

Reducing Utilities Costs

The attack upon utilities expense is one example of large savings achieved by analytical and imaginative management. However, worse conditions probably existed at the outset than would be found elsewhere.

The utility billings—gas, light, water and telephone—were without accurate base billings. The college had no record of the many meters or services for which it was charged, and the utilities companies had only grossly inaccurate basic records. The cumulative inaccuracy caused by unrecorded changes in service, over a period of many years, created substantial errors in the base billings.

Moreover, since the college had been through a cycle of expansion and retraction, there had been no survey of utility usage, with a view toward

economy. For many years the ordering of additional telephone service had been without centralized management. The telephone base bill was reduced by more than \$3600 annually, through economies of service, with full acceptance by faculty and staff members.

Improving Auxiliary Income

Five per cent, an important margin of the college's income, is derived from numerous auxiliary sources, aside from residence halls and dining rooms. Each source has been studied to improve the net return.

Rental income has been increased by consolidating college functions into principal structures from smaller buildings that once had been dwellings. These were then reconverted to rental housing. Utilities charges and other services were shifted to the tenant, wherever possible, with appropriate rental adjustments, thereby simplifying the college's responsibility.

The operations of five other commercial auxiliaries—a travel company, a college store, a series of campus tearooms, a fabric shop, and a summer country club—were overhauled to produce substantially greater profits. The greatest improvements were made in tearoom operations. At the outset six tearooms were serving a student body of 1800, with an annual profit of about \$7000. The elimination of three units, reduction of staff, consolidated buying, and new direction of the entire effort increased the return to more than \$25,000. This was accomplished with price changes only to offset higher food costs and wage rates.

The modest endowment assets of the college had been placed under the management of a New York counseling firm in the 1930's with the instruction to keep the account conservatively invested. Originally the portfolio had consisted largely of bonds and preferred stocks. Only through the prodigious relative increase in common stock values during the following 20 years did the few common stocks grow in value to occupy 40 per cent of the portfolio. From 1930 to 1952 the value of two endowment funds had only doubled, even though all earnings had been reinvested as principal.

To place the investment program on a more constructive basis, the trustees established an investment committee, and transferred management of the account to St. Louis where easy consultation could be arranged with the committee. Upon recommen-

dation of the investment counsel, the entire portfolio was converted to common stocks for growth purposes, since the college did not rely upon the income for current operations.

Raising Salaries, Benefits

Faculty salary levels were extremely low in 1953, even in relation to levels at other colleges. Over a four-year period salaries were raised by 25 per cent. Substantial further improvement is in progress.

Wage rates of service personnel were also far below prevailing levels for similar employment in the community, and the work week was from five to eight hours longer than was common in the area. By 1957 the college had increased average weekly earnings of janitors by 15 per cent, of maids by 19 per cent, and of kitchen employees by 40 per cent. Greater, of course, was the combined effect of shorter hours and increased cash payments upon hourly wage rates. Janitors' hourly wage rates increased 40 per cent, maids' rates 44 per cent, and kitchen employees' 53 per cent. Many workers have been able to capitalize upon the shorter hours by having more time for their farming or additional work elsewhere. Whether one approves of workers holding two jobs, it still remains a necessity for many employees with large families.

Hours Shortened

Not only were hours shortened, but the hours of some, such as the janitors, were shifted to an earlier period in the day, making them more useful to the college and freeing them for their other pursuits later in the day.

A third group of employees, the office personnel, worked without a position classification and salary plan or a uniform statement of their responsibilities and privileges. The study of these positions resulted in correction of gross inequities and an increase in the general salary level to a more competitive rate in the community.

Recruitment, testing and placement of office employees was centralized in an administrative personnel office, assigned as an auxiliary function of the business education department. Likewise, position evaluation, salary determination, and related personnel functions were assigned to this office.

For several years prior to 1953, the establishment of an adequate faculty retirement plan had been exhaustively debated without being resolved. The

college and the faculty began purchasing retirement annuities from a commercial insurance company in 1941 and increased their respective annual contributions in 1949. However, no fund was being built for the future from which to pay retiring instructors for those years of service prior to 1941 or for supplementary funding of service between 1941 and 1949. Guarantees and rights to faculty members under the retirement program were also in question.

To overcome the deep irritation of this problem, the new administration proposed to build a fund to finance these past service benefits, to guarantee a retirement income of at least one-third of terminal salary, and to increase the college's share of retirement annuity purchase costs. This proposal was promptly and unanimously accepted by the faculty, putting to an end in less than six months a controversy that had continued for years.

Following this, the administration purchased a group insurance plan at no cost to employees, extended educational and recreational privileges, defined more workable tenure arrangements, provided free tuition at Stephens for daughters of all employees, and offered free tuition to faculty sons and daughters for two years at other institutions belonging to the Tuition Exchange program.

In 1956 the college took a popular step when it provided a centrally located suite of rooms to serve as a faculty club. The college maintains the space without charge to the faculty. The faculty interpreted this as a gesture of true interest by the administration. The return value to the college in stimulating closer interdepartmental relationships is manifest daily.

Have these personnel measures benefitted the college? The morale of professionals, office employees, and wage earners appears high. Personnel turnover, one measure of morale, has been at a satisfactory level in the midst of an active market for both professional and nonprofessional services. In 1957 only 6 per cent of the faculty members and 8 per cent of the nonacademic personnel left for other jobs.

Administrative Practices

Prior to 1953, few college internal policies were set forth in writing. Those that had been written were not compiled for the general information of all staff members. Since 1953 the more important policies have been re-



Plans, policies, procedures, controls, reports now facilitate administration.

corded in faculty and office handbooks. Standard procedures have been published on employing persons, purchasing, travel and other administrative acts.

Faculty members now have definite statements on such subjects as authorized professional activity beyond teaching commitments, use of college facilities, tenure and leaves of absence.

To clarify wage earners' terms of employment, such basic questions as sick leave policy, circumstances for termination, workmen's compensation, standards of discipline, and vacation privileges were set forth in a brief, simply worded booklet.

Planning the Future Campus

Proposals for altering present structures and building new ones quickly pointed to the need for a restudy of the campus master plan, in the light of the size and character of the college in the future, projected city traffic patterns, and other factors of community development. A new study by a nationally recognized architectural firm provided a 40 year program for college development, leading to a substantially new set of buildings, but permitting an easy transition from the present structures over the years. Presentation of the plan to the city government enabled the college to obtain the closing of a city street that had crossed the campus. But most important, the master plan provides the foundation for capital fund raising

efforts by delineating the physical needs of the college and their logical development.

Today the college receives about the same income as in 1953. While the fee is higher, the enrollment has been lowered to 1500 students, the capacity of the college's permanent residence halls. As stated previously, only \$96,000 of the savings discussed here stem directly from reduction of the student body. Management improvement measures produced the remaining saving of \$364,000 in annual expenditures. The college applied these savings to pay higher salaries and wages, to renovate and reequip the campus, to launch new programs, and to retire more than one-half million dollars of debt since 1953.

New Goals for Management

Have the possibilities for operating economies or management improvements been exhausted? By no means. The college is now at work on eight significant studies, each of which should produce savings in the thousands of dollars annually. It is also at work on 12 other projects designed either to provide better service, better representation, greater safety, or benefits to students and staff. Just as in an adventurous journey through new country, with each mile interesting new possibilities appear for exploration—and exploitation. Aggressive management is truly a never-ending adventure. ■

I Am a Hungry Student

M. R. SHAW

Assistant Controller and Director of Residence Halls
Cornell University, Ithaca, N.Y.

THE title "I Am a Hungry Student" was chosen not because it describes the material to be covered, but because inherent in the title is part of the theme I'd like to develop.

This hungry student is our special assignment and the specific charge of the dining service manager. Fortunately for us, he's always hungry. Food service managers and this always hungry student are from year to year grinding out the policy and practice of food service on college campuses. He is our not-so-silent partner in every decision we make.

Review Trends

A more dignified title for this discussion might be "Trends in Food Service on the Campus." Let's review the trends in the past decade and look one decade into the future with the student himself in mind.

First, let's recognize the fact that we've taken him and thousands of his brothers and sisters under our wing. Almost without exception, since World War II, educational institutions have assumed as rapidly as possible the responsibility for providing his food needs. No longer is the off-campus boarding house or the restaurant down the street acceptable educationally. In the past decade, educators have moved rapidly toward full recognition of the potential of educating him socially when, three times a day, he becomes a willing captive in college provided facilities. Food service operators in the meantime have not overlooked the economic potential of greater guaranteed annual gross income! Furthermore, they have accepted this responsibility with alacrity,

welcoming a more important and ego-inflating role in the college community. This trend continues with an ever increasing acceleration. The hungry student seems also to have accepted this trend with enthusiasm.

Teach Social Graces

With the acceptance of responsibility by the colleges of feeding a high percentage, if not all, of their students, particularly men, college administrators and educators place more and more emphasis on the importance of "outside the classroom" education. They turn to the dining hall as a built-in laboratory for teaching the student poise, the art of conversation, the social graces, and even "courtship in a healthy environment." The dining service manager who does not help develop and lend full support to his institution's educational objectives should disassociate himself from that institution.

Now comes the paradox. With this trend toward more college fed students justified in the main by emphasis on their need for social education and high standards of operation, we have accepted patterns of construction and operation that defy correlation with these objectives. I'd like specifically to enumerate a few that are clearly recognizable.

1. **Speed of service.** We all know of many new and/or planned facilities where speed of service has dictated the design. Along with design, we have prided ourselves on technics of service that get 12 students through the line per minute instead of eight. To achieve this objective we limit our choices, prepackage our food, dream up slogans to campaign against the student who can't make up his mind.

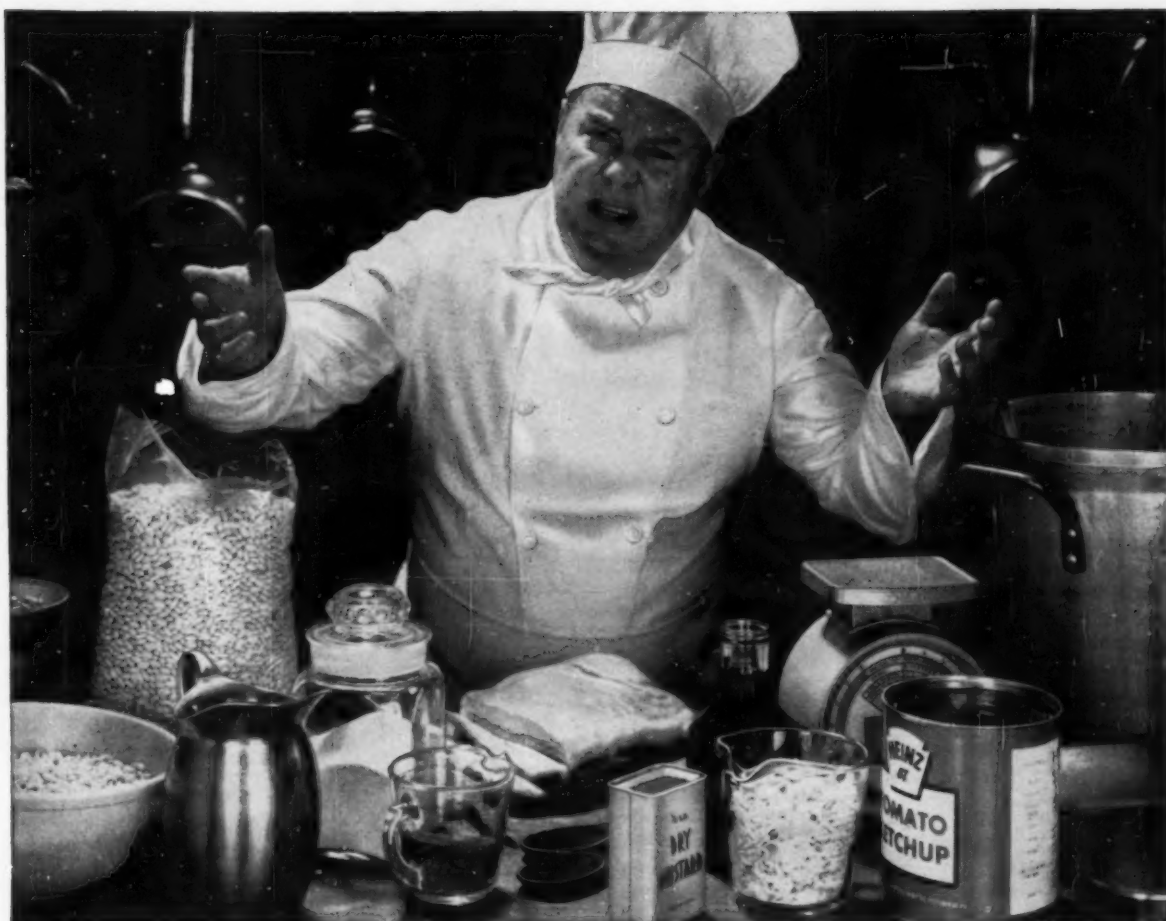
2. **Speed of food consumption.** How many dining services have you

inspected recently that did not assume in their design two and a half turnovers of seating per meal? This is the rule, not the exception. In the table service dining rooms that remain, we put first courses and salads on the table in advance to occupy the student while he impatiently waits for the main course, unmindful of the fact that by so doing we cut the dish-washing crew time by 10 minutes per day. We enforce no-smoking rules in dining rooms because of the delay it causes in clearing the room. Nine minutes is the average time taken per student for eating the luncheon meal in one study made. We've had a complaint that the coffee was too hot. It took too long to cool to a drinkable temperature! Somewhere, someone is probably working on an automatic ejection seat for student dining rooms!

3. **Automation technics of service.** Equipment designers are climbing up each other's backs to design food service equipment and layouts that eliminate the human element in service lines. Some enthusiastic automation experts predict that soon the student can place a 50 cent piece in the coin slot and instantly procure a home-cooked meal, complete with whipped potatoes and gravy. Probably the plate will be edible and high in protein!

4. **Elimination of the niceties of food service.** The round, roomy conversational type of table is disappearing. The stand-up bar of 42d Street has already made its appearance on the college campus. The water glass and the glass for milk has disappeared in many of our dining halls, replaced by the bottle or carton with straw. Students buss their own dishes and second-round customers eat amid the crumbs and debris of those who have gone before. The cup of coffee with a saucer will soon be found only in still-

From a paper presented at the 1958 Food Service Institute sponsored by College and University Business in cooperation with Northwestern University and the University of Chicago.



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...Let HEINZ chefs do the work!

Try this special dish made with
 Heinz Beans

**TROPICAL BEANS
 AND FRANKS**

Servings: 48 ($\frac{1}{2}$ cup)

INGREDIENTS

Sliced pineapple, drained
 Whole cloves
 Heinz Beans
 Heinz Prepared Mustard
 Frankfurters, quartered

WEIGHT/MEASURE

1 No. 10 can
 2 teaspoons
 4 54-ounce cans
 $\frac{1}{4}$ cup
 4 pounds

Heat oven to 375°F. (moderately hot). Cut pineapple slices into fourths. Stud $\frac{1}{4}$ quantity with cloves. Mix with beans and mustard. Turn into 2 baking pans (18" x 12" x 2"). Top with franks and remaining pineapple; press into beans with spoon. Bake 45 minutes or until hot.

You could put your chef through this troublesome task: soak the beans, fix the pork, measure and combine ingredients, tend the long cooking process.

• But it's more economical to let us pay our Heinz chefs, who make beans in large lots, than for you to pay your chef to make beans a few pounds at a time.

• With Heinz Chef-Size Beans, all you do is open... and heat. In scant minutes you're ready to serve tender, tempting beans everyone enjoys.

• No tying up kitchen equipment... no high labor costs, no waste, no spoilage or leftovers... and you get absolute *portion-cost control*. Order Heinz Beans from your salesman.

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- 1 alerts parents to their financial obligation when the student is accepted for admission;
- 2 offers parents a convenient and logical plan for meeting that obligation;
- 3 assures the parent (and thus the college) that he will have adequate funds with which to meet his college obligations in full and on time;
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Individualized descriptive literature for mailing to the parents of incoming students is furnished for each preparatory school, college or university.

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Name of School
or College _____

Address
Please contact: _____

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life paintings! Bare table tops and even compartment trays are acceptable standards in some of our most highly respected institutions.

What has happened to some of the time-honored traditions of gracious dining? The waiting for "head table," respect for the head resident, the honored guest, and even respect for the Almighty by the saying or singing of grace are rare. Respectful thanks to the Lord for our many blessings seems to have been replaced by "When do we eat?" and signs saying, "This machine is out of order."

These and other trends are the direct result of still another relatively new trend of the past decade. This is acceptance of the philosophy that *facilities for dining can and must be self-liquidating*. The hungry student must now pay for his food, his service, and the cost of his dining facility, including interest at 4 per cent for 40 years. Little wonder that we are constantly tempted to sacrifice service, the refinements—yes, and even the student's physical and mental health—on the altar of low food cost and year-end surpluses for debt service.

Let's go back now to our not-so-silent partner—the student. What does he want? What will he pay for? What does he need from us? To what extent shall we listen to him and recognize his judgments?

Of some things we can be reasonably sure. With increasing vigor the student will make his wishes known, in meetings, in writing, and at the cash register. His wishes, more than the educator and the administrator care to admit, will influence our decisions.

My guess is that his expressed demands will continue to be for even greater informality, speed of service, and freedom from regimentation. The convivial family table with Father at the head, the conversational type of meal, is not in the precollege experience of many a student. At home he has been reared on the efficient kitchenette bar and the pass-through window of our modern space saving homes. He is and will be much better trained in his discernment of the nutritional value of foods and his own physiological needs, but he will not objectively seek with his food the social education that we assume he needs. I'll predict, however, that he will willingly accept all we can give him. The greater the lack of social training at home, the greater will be his response as he matures.

We have the paradoxical situation of accepting responsibility for feeding our students as a part of the education package and, in so doing, we have tended to create food service machines of speed and efficiency, seriously lacking in cultural and educational atmosphere. How do we nourish, educate, satisfy the student and still pay off the mortgage? It can and is being done to a degree. Unfortunately, on many campuses it is not being done well enough.

Proposes Dining Principles

I'd like to propose that food service managers take a stand on a few basic principles of student dining. These principles should be bench marks to tie to as trends develop and become irrevocably established.

1. That dining is a part of the educational package, and that, if offered with subtlety, the student will accept.

2. That the meal hour must be retained as a part of every student's life, an adequate pause in his busy day for nourishment, relaxation and conviviality.

3. That food, to be acceptable, must be served by people, not machines.

4. That food service facilities shall be designed to provide an atmosphere of comfort, relaxation and friendliness, or not at all.

5. That food service facilities shall be designed to provide the potential of stimulating the student to a high level of social conduct and an appreciation of the social graces.

6. That the student himself has a hunger for and will appreciate, if not demand, something more than mere sustenance.

Are these principles realistic? I think they are. Insistence on our part to hold the line against mass production and automat efficiency may be our greatest practical asset as we face the demands of our students in years ahead. In fact, the degree to which we hold to these bench marks of quality service may determine the extent to which he and his parents will willingly support the financial costs of operating on the educational level. Let's not underestimate the student's discernment between eating and dining. I dare to predict that the practical, sellable commodity which we oftentimes feel compelled to minimize or ignore is quality, atmosphere and the educational potential of our dining services.



Plate No. 012-6

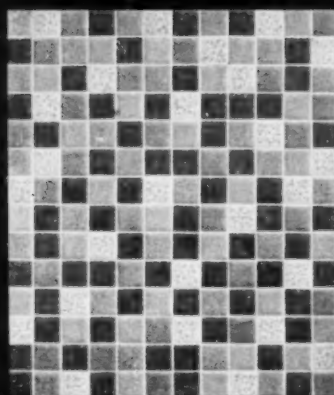
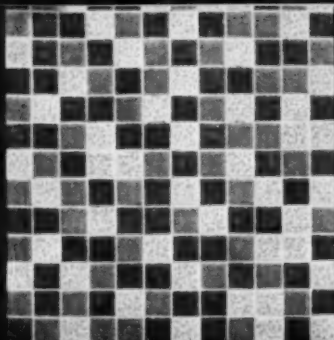


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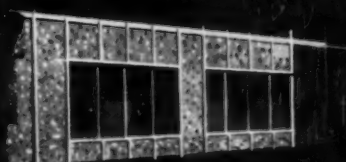


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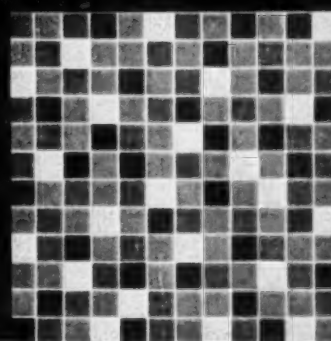
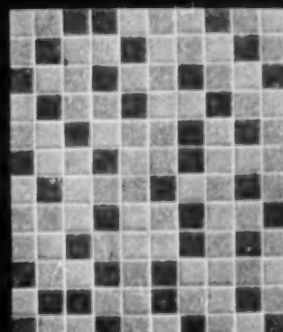


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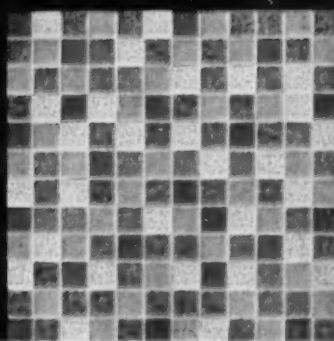


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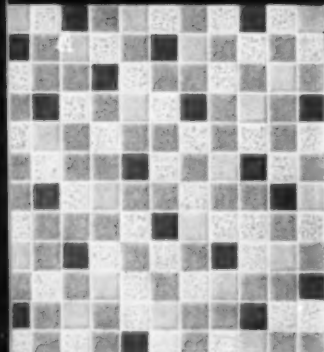


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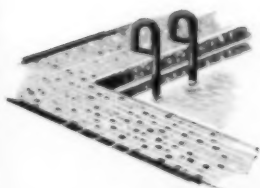


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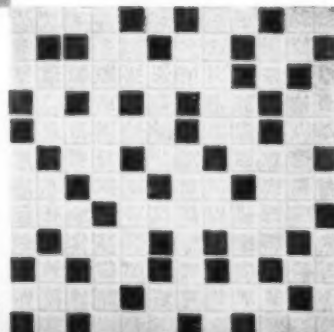


Plate No. 012-7



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NEWS

New Educational Plan at Sarah Lawrence . . . Reduce Number of Out-of-State Students at University of Colorado . . . Education Getting Larger Share of Corporations' Contributions . . . Use Closed-Circuit TV for Speech Classes

Colorado Cuts Ratio of Out-of-State Students

BOULDER, COLO. — The University of Colorado's board of regents has taken steps to reduce the number of its out-of-state students.

On the recommendation of President Quigg Newton, the board adopted a resolution designed to cut the ratio of out-of-state students from nearly 46 per cent to about 33 per cent of the student body.

"It is in the best interests of university and state that the proportion of undergraduate students on the Boulder campus be changed to about two-thirds Colorado residents before the large enrollment increases of the early 1960's are fully upon us," the resolution stated.

As the first step, the freshman class will be limited "to about the same number for the next several years." This fall's total was 2423.

Under the new policy, all qualified Colorado residents will be admitted, but only enough out-of-state students will be enrolled to fill the quota. Selection of nonresident freshmen will be based on their academic qualifications for the programs they intend to study.

Out-of-state students currently pay \$606 per year in tuition and fees, compared to \$212 for Colorado residents. Out-of-state rates will be increased to \$666 next fall.

Penn State Plans New Housing for 2016 Students

UNIVERSITY PARK, PA. — To help to provide living accommodations for larger enrollments in the immediate years ahead, the Pennsylvania State University has announced plans for the construction of residence halls for 2016 students.

President Eric A. Walker explained that the project, which will include three buildings for men and four

buildings for women, as well as a central dining hall, is scheduled for completion by the fall of 1960.

Another residence hall area, with accommodations for 1144 men, will be completed by next September. Other projects are in the planning stage.

Construction of residence hall facilities is financed by the university with borrowed funds, income from the buildings paying off the loan.

The new units will have facilities for 992 men in one area and 1024 women in the other. Five of the seven residence hall buildings will be structures of eight floors, the remaining two having six floors.

Princeton Liberalizes Student Loan Plan

PRINCETON, N.J. — Tuition rates at Princeton University will be raised \$250 for the 1959-60 academic year. This will bring the undergraduate tuition to \$1450 a year and permit increases in faculty salaries, it is reported. Graduate tuition will rise from \$750 to \$1000.

President Robert F. Coheen has declared that to prevent students being priced out of the market, the \$2.3 million student aid program will be liberalized considerably next year. Students will be able to borrow up to \$3000 over the four years instead of the present maximum of \$2000. Twenty per cent of Princeton's students are now being aided by the loan program.

Announcement has also been made of a "retroactive scholarship" or "loan rebates" for those who wish to enter the ministry or the teaching profession. Under this loan liberalization plan, a minister or teacher who has completed a year in his profession may apply for a 20 per cent rebate on his outstanding loan. This process may be repeated annually for four years and makes possible a total loan rebate of 80 per cent.

Sarah Lawrence Has New Educational Plan

BRONXVILLE, N.Y. — Sarah Lawrence College has announced a new educational plan for the future based on its 30 years of experiment in individual education. It is designed to help meet the need for more room in the nation's colleges.

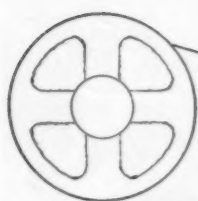
Using the principle that the "individual student is the center of the college curriculum," the college will put into effect an enrollment increase from 400 to 550 women students announced earlier this year. The additional students will be accepted beginning in 1960.

The new plan calls for continuance of the college's individually planned three-course program, tutorials, independent study without examinations or grades, and it provides a curriculum in which 90 per cent of all classes will average 10 in size. Twelve new courses of 35 or 40 students each, in which new technics of individual instruction will be tested, are to be added to the sophomore and junior years.

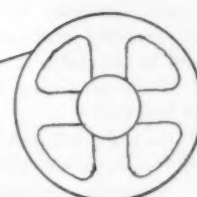
Qualified seniors will work in graduate style seminars, and a special graduate program leading to the master of arts degree will recruit a nationally selected group of students who intend entering the field of college teaching.

Other features include an extension of the teacher preparation program for early childhood education, the inclusion of foreign study as a regular part of the curriculum, and an eight-week summer session with an experimental summer theater, intensive one-course studies in the liberal arts, and a program in early childhood education.

The college's summer session in Italy will become a regular component of the curriculum, along with the junior year in France, with other foreign study programs planned as appropriate for the individual student.



El estudio de idiomas resulta fácil



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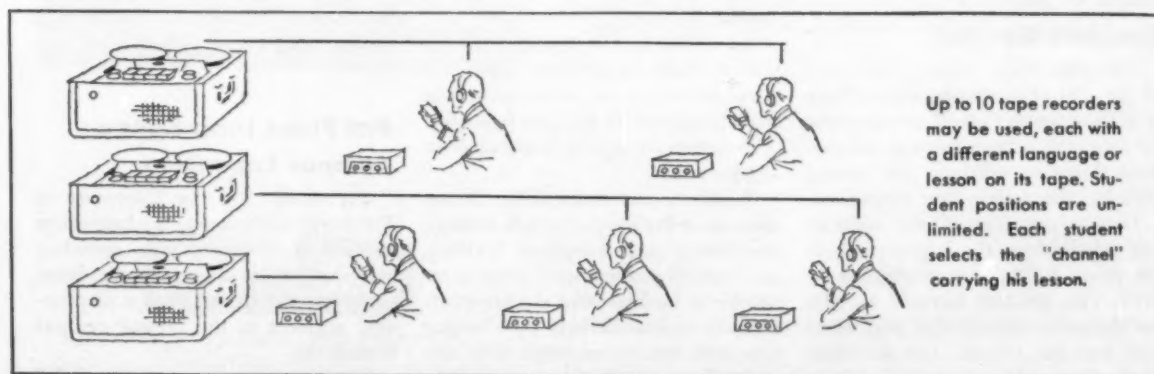
RCA Language Laboratory students occupy individual booths which are equipped with headphones, microphone and an amplifier with a selector switch for choosing the

desired language lesson. Pre-recorded lessons are received over the headphones from tape recorders and the student repeats into the microphone exactly what he hears. By listening to his own voice over the headphones, the student is able to compare his pronunciation with that on the recording. The drawing below illustrates how a basic RCA Language Laboratory system operates.

RCA Language Laboratory equipment developed specifically for educators includes tape recorders, headsets, microphones and a new transistorized amplifier. A modestly priced and versatile RCA Language Laboratory requires only the simplest wiring, is easy to install and can very readily be expanded at low cost.

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Hollins' Faculty Salary Limits Are Raised

HOLLINS COLLEGE, VA. — Hollins College recently announced an increase of faculty salaries, with the top figure of all academic ranks being sharply boosted.

The salary of a full professor at Hollins will range from \$7500 to \$12,000 a year. Associate professors will receive salaries from \$6500 to \$9000; assistant professors from \$5500 to \$7500, and instructors from \$4500 to \$6000.

A minimum pay scale for the four academic ranks established in 1956 resulted in an over-all salary increase of 22 per cent.

President John R. Everett points out that under the new scale the broad latitude within each rank makes it possible to recognize academic accomplishment without the necessity of promotion, which is not always possible in a small college. Hollins has 59 full-time faculty members.

"Colleges," President Everett declares, "do not have labor unions which constantly threaten strikes in order to push wage demands. Each member of a college faculty is an independent entrepreneur who seeks to sell his knowledge and skills to collegiate administrations. In the language of business each person must be bargained with on an individual basis. There is no general contract covering all faculty members; there are only individual agreements."

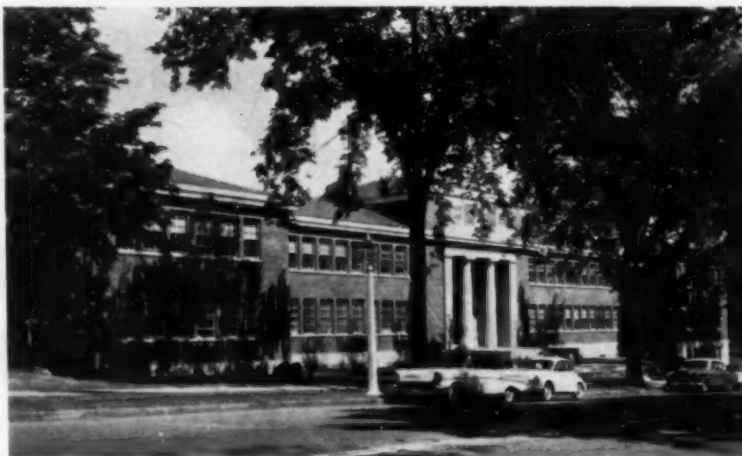
Third of Smith's Students Get Aid

NORTHAMPTON, MASS. — A record 35 per cent of an undergraduate body of 2251 at Smith College are receiving aid from the college through scholarships, loans or self-help jobs during 1958-59, the college has announced.

Twenty per cent of the students hold scholarships, the largest percentage since Smith was established in 1875. The greatest increase in gifts and bequests during the past fiscal year was for current and endowed scholarships, which rose from \$248,893 in 1956-57 to \$402,917 in 1957-58.

The 2251 undergraduates include 643 entering freshmen from 41 states and six foreign countries. The freshman class is about evenly divided between graduates of public and private schools.

Rochester Administrators Now Under One Roof



ROCHESTER, N.Y. — The University of Rochester's new Administration Building will for the first time house under one roof administration offices formerly scattered about the campus.

As part of a broad program to integrate the educational purposes of the various schools and colleges within the university, the new building centralizes the educational, financial, business, service and managerial functions which are necessary adjuncts to aca-

demic pursuits. Easily accessible both from the campus and the community, Rochester's new Administration Building provides headquarters for President Cornelis W. de Kiewiet and Dr. Henry C. Mills, vice president for educational administration, as well as for alumni and university relations, public information, the financial department and business manager, research administration, and the admissions office.

Half of Penn's \$85 Million Plant Is Self-Amortizing

UNIVERSITY PARK, PA. — The cost of constructing all existing structures on the main campus of the Pennsylvania State University was estimated at \$85 million.

In disclosing the figure, President Eric A. Walker said that 39 per cent of these structures were constructed from state funds and 10 per cent from gifts. The remainder represent self-amortizing projects.

Residence and dining halls, the student union building, graduate housing, ice skating rink, telephone building, and football stadium were given as examples of facilities that the university finances and constructs by charging fees sufficient to amortize their cost over a long period of years.

"No state funds whatsoever go into facilities of this category," President Walker pointed out. He further explained that since history has demonstrated that great universities should plan ahead for hundreds of years, the board of trustees, in charting university financed projects, such as resi-

dence halls, has followed an austere course in selecting a type of building that will require a minimum of maintenance over a long period of time.

"Although this policy may call for a larger initial capital investment," Dr. Walker observed, "over the years the savings in maintenance more than make up for the increased initial outlay."

Pitt Plans Long-Range Campus Expansion

PITTSBURGH. — The University of Pittsburgh has announced a long-range campus development plan including the construction of more than a dozen buildings and the acquisition of property adjacent to the present campus boundaries.

The over-all campus plan includes proposals for a library building, dormitories, a natural sciences quadrangle, physical education structures, and a group of buildings to house six of the university's professional schools — business administration, law, retailing, social work, education, and public and international affairs.



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Survey Shows Education Getting Larger Share of Corporation Gift Dollar

NEW YORK. — Sharp increases in corporations' contributions to America's colleges and universities in 1956, and a larger share of the corporate gift dollar going to education, are salient findings of a recent survey conducted among 275 of the nation's largest business concerns by the Council for Financial Aid to Education. The results appear in a report published recently by the Council.

One of the highlights of the survey is that 14 companies, including national leaders in their respective fields, contributed to education alone during 1956 at the rate of 1 per cent or more of net income before taxes. One company contributed 4.2 per cent of the 5 per cent permitted under the Internal Revenue Code. Including this company, four of the 14 companies contributed to education at the rate of 2 per cent or more.

In the C.F.A.E. survey, the five companies in the textiles group contributed to education at the rate of 0.53 per cent of net income before taxes, the highest rate for any of the 22 groups of companies taking part in the survey.

Nine companies in the professional and scientific field contributed to education 75.9 per cent of their total gifts for all causes; four mining companies gave education 67.6 per cent, and 24 chemical companies, 62 per cent.

The belief of many business and educational leaders that education is now receiving a larger share of the corporation gift dollar than formerly is supported by the findings of the C.F.A.E. survey for 1956.

Fifty-five of the 275 companies, or 20 per cent, each contributed \$100,000 or more to education during 1956. Nine of the additional 18 companies whose questionnaires could not for technical reasons be used in the tabulations each gave \$100,000 or more.

More than half of the total which the companies in the survey gave for education was contributed for two purposes: unrestricted use, current operations, 35.7 per cent, and plant, 14.5 per cent. If student financial aid amounting to 19.5 per cent is taken into account, nearly 70 per cent of the total given to education was designated for just three purposes.

The 275 large national companies in the survey sample whose questionnaires could be tabulated gave \$28,675,988 to education, and a total of \$84,407,827 for all philanthropic purposes. Eighteen other companies whose inquiry forms could not be used for the whole study contributed \$7,682,329 to education during 1956. The total contributed to education by all 293 companies that made returns to the C.F.A.E. was \$36,358,317. It is estimated that during 1956 all giving to education by United States business concerns was approximately \$110 million.

One other highlight of the C.F.A.E. survey is that 99 large companies that are among the national leaders in their respective fields gave for all purposes at the rate of 1 per cent or more of net income during 1956. These 99 companies contributed 30.2 per cent of their total for educational purposes, 49.6 per cent for charitable, and 20.2 per cent for other purposes. Thirty-seven of these companies gave at the rate of more than 2 per cent of net income; 13 of the 37 contributed at the rate of more than 3 per cent, and two were over 5 per cent for the year.

As in previous surveys conducted by the C.F.A.E., the smallest companies contributed at the highest rate. In the survey for 1956, two companies each having under 500 employees gave 4.6 per cent of net income before taxes, as compared with the rate of 0.69 per cent for 31 companies in the 10,000-20,000 employee range, and 0.75 per cent for 58 companies each of which has more than 20,000 employees.

The average rate of giving for all 275 companies which returned usable questionnaires was 0.76 per cent of net income before taxes. This compares with the rate of 0.86 per cent for 747,000 companies reporting to the U.S. Treasury Department for the year of 1955.

Uses Closed-Circuit TV for Speech Classes

MARIETTA, OHIO. — A complete closed-circuit television setup is being used by Marietta College to experiment in the teaching of freshman speech classes, according to Prof. Willard Friederich, head of the school's department of speech and drama.

The object of the project, financed through a grant from the Richard King Mellon Foundation of Pittsburgh, is to experiment with the use of closed-

circuit television as an instructional device in this time of faculty shortage. Marietta is believed to be the only school of its size to have such a complete TV unit.

Prof. Friederich reported that many large universities have entered the closed-circuit TV field with the cost of their equipment running in excess of \$30,000. When the Marietta unit, adapted to use in a small college, is completely installed, the cost will be slightly more than \$5000.

Estimates Demands for Technical Personnel

CHICAGO. — Jobs for qualified scientists, engineers and technicians are due for a big increase in the next 10 years.

Results of a recent survey by the public information committee of the Scientific Apparatus Makers Association, recently released, indicate how top executives of the country's 500 largest firms estimate their increased technical personnel requirements for 1968.

A substantial 27 per cent of those who replied said that 10 years from now their industry would have double the present number of technical jobs. Another 13 per cent believed the increase would lie between 50 and 100 per cent. In all, 60 per cent of the men forecasted increases of 25 per cent or more.

The committee conducted the survey to guide capable young people now beginning high school in planning their careers. Committee spokesmen point out that qualified scientist-engineers and technicians so badly needed a decade from now must be "recruited" today.

Food, chemical, rubber, petroleum, electrical and instrument industries led the industrial group in their projected professional needs, with furniture and paper pulp indicating lesser growth needs.

Of the 500 questionnaires mailed by the S.A.M.A. committee, 103 were returned. Sixty-seven gave usable (percentage) figures. Among those responses, roughly one-third were from chemical or related industries, e.g. petroleum and rubber.

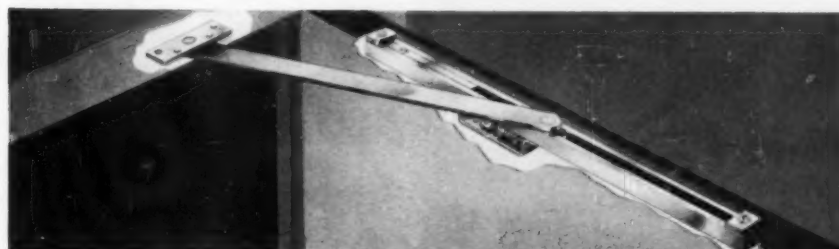
The committee believed that this (recession) year when the demand for new technical graduates has slipped to its lowest point the study would be a timely one in reaffirming America's potential for professional people.

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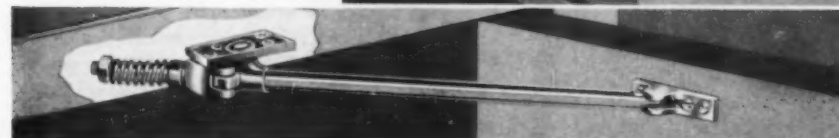
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To Study Postwar Reforms in Japanese Education

STANFORD, CALIF. — Stanford University will work with the University of Tokyo in an evaluation of the educational reforms launched in Japan since World War II, with emphasis on the American influence on Japanese education.

Support comes from the Ford Foundation, which recently announced the award of \$155,000 to the University of Tokyo for the two-year study.

Stanford's contribution will be the selection of American personnel to work with the Tokyo education faculty in developing the study. Stanford will receive \$93,000 of the grant for this purpose, Dean I. James Quillen said.

Paul R. Hanna, Jacks professor of child education, and Arthur P. Coladarci, associate professor of education, will coordinate the study within the Stanford School of Education, and Professor Coladarci will have direct administrative responsibility.

The American educators will help their Japanese colleagues conduct research on the aims of Japanese education, curriculum and method, administration, higher education, language reform, teacher and adult education.

College in Black First Time in Seven Years

CHAMBERSBURG, PA. — Wilson College trustees voted at their fall meeting to extend to the college's faculty, staff and service employees a major medical insurance plan in which the college would share the cost of premiums. The major medical plan would pay up to 80 per cent of all medical costs within a limit of \$15,000.

In other business before the board, the business manager reported that for the first time in seven years college income exceeded expenditures. The excess at the close of the fiscal year, June 30, was \$5464. He also reported a reserve in the plant fund of \$17,523 and said that a new record was set for total monies received in one fiscal year.

Augustana College Buys Acreage for Expansion

SIoux FALLS, S.D. — Augustana College has taken a step forward in its long-range development program, through the purchase of a 22 acre tract of land adjoining its campus. Addition of the tract will add almost

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a third to the total campus area and will permit the college to expand in a southwesterly direction.

The new property will be used for building sites and athletic fields, as well as for a parking area.

Expansion Program for Chatham College

PITTSBURGH. — An expansion program for Chatham College, with the goal of a 600 student enrollment in approximately five years, was recently outlined by President Paul R. Ander-

son. Additional student housing, a little theater and fine arts building, sizable replacement and modernization of Buhl Hall of Science, and an addition to the Laughlin Memorial Library were listed as being of first importance in the expansion of Chatham's \$4,850,000 educational plant.

The fourth institution to be established as a full-fledged women's college in the nation, Chatham's founding as Pennsylvania Female College in 1869 was preceded only by Elmira in 1855, Vassar in 1861, and Wells in 1868. It has an enrollment of 455.

NAMES IN THE NEWS

Albert E. Diem, vice president in charge of manufacturing for the Dictaphone Corporation, Bridgeport, Conn., was recently named vice president for business administration at Pennsylvania State University. Mr. Diem succeeds to the position temporarily filled by Ossian MacKenzie, dean of the college of business administration. Dean MacKenzie will return to his academic duties.



Albert E. Diem



G. T. Vander Lugt

Dr. Gerrit T. Vander Lugt, president of Central College, Pella, Iowa, has been named college representative on the scholarship committee of the Maytag Company Foundation, Inc., for the coming year.

Roger S. Cooper has been appointed assistant finance director for Fenn College, Cleveland, according to Vernon H. Davis, finance director.

Reuel S. Purvis, formerly plant engineer for the University of Texas Medical Branch at Galveston, has been named director of physical plant at Trinity University, San Antonio, Tex. Mr. Purvis will supervise the operation, maintenance and future landscape development of Trinity's 107 acre "skyline campus," which now includes 17 buildings.

William E. Stirton, vice president of the University of Michigan since July 1956, has become vice president and director of the university's Dearborn Center. He will be responsible for the organization, development and administration of the Dearborn Center, where a work-study program in engineering, business administration, and the liberal arts will be offered. Construction work on its four buildings made possible by a grant of \$6½ million from the Ford Motor Company Fund is now under way; the buildings will be ready by next fall.

Elizabeth Wilson, former editor and science writer for several national publications, is now public relations assistant at the University of Maryland's professional schools. Miss Wilson is handling newswriting assignments for University Hospital and the five pro-

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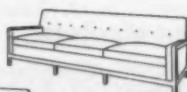
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fessional schools on the Baltimore campus.

Dr. Carl S. Ell, president of Northeastern University in Boston since 1940, will retire in June after having served the university for 48 years.

Robert S. Holzman, professor of taxation at New York University's graduate school of business administration since 1953, has been named director of the university budget. Dr. Holzman's duties will be the development of projections of estimated income. Major elements of budget policy will be determined by a budget com-

mittee, headed by **Carroll V. Newsom**, president of the university.

Dr. David Henderson, professor of sociology at the University of Pittsburgh, has been appointed director of planning. He will be responsible to **Dr. A. C. Van Dusen**, assistant chancellor for planning and development.

M. R. Shaw, director of residence halls at Cornell University, Ithaca, N. Y., has been named to the additional post of assistant controller and director of residence halls.

John Gillespie, director of the bureau of government research at the

University of Massachusetts, has been appointed administrative assistant to the president and secretary of the university.

George T. Lundeen, superintendent of buildings and grounds at Ripon College, Ripon, Wis., for the last 10 years, went to Oshkosh State College, Oshkosh, Wis., on November 1 as supervisor of building maintenance.



Benjamin E. Mays

Benjamin E. Mays, president of Morehouse College, Atlanta, Ga., was elected president of the United Negro College Fund at the organization's annual meeting held in New York City. He succeeds **Dr. F. D. Patterson**, founder of the College Fund, who has served as president since the fund raising agency was chartered in 1944.

Elmer C. Johnson, formerly assistant superintendent of buildings and grounds at the University of Omaha, is now director of physical plant at Knox College, Galesburg, Ill. Mr. Johnson succeeded the late **Albert H. Duvall**, who died October 8 after a lingering illness. He had served Knox College for 37 years.

Robert Lee Anderson, accountant and auditor for the Texas A. and M. College System, is now assistant controller. He joined the staff there in 1956 as assistant auditor.

Robert M. Friedberg, assistant to the director of Columbia University's news office, has been appointed director of information at the New School for Social Research, New York City. He succeeds **Agnes de Lima**, who has held the post since 1939.

Kurt M. Hertzfeld, business manager of the University of Rochester since 1954, has been named vice president for administrative affairs at Boston University.



He succeeds **Dr. Robert F. Oxnam**, who resigned to accept the presidency of Pratt Institute, Brooklyn, N.Y. **H. Frederick Hagemann Jr.**, a trustee of the university and president of the Rockland-Atlas National Bank of Boston, has become treasurer of B.U. trustees, succeeding **John A. Dunn**, acting treasurer. Mr. Dunn is now vice president for devel-

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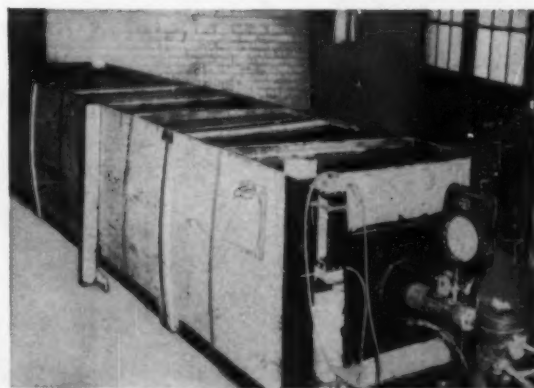
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opment. Mr. Hertzfeld will report for his new duties January 1.

Jesse B. Morgan, former director of auxiliary enterprises and purchasing agent at Tulane University, New Orleans, has been named business manager. **William Haywood** succeeds Mr. Morgan as purchasing agent.



Thomas W. Cole

Thomas Winston Cole, formerly dean of instruction at Wiley College, Marshall, Tex., has been appointed president. Wiley, an accredited educational liberal arts college founded in 1873, is a member of the United Negro College Fund.

Rev. O. W. Toelke has been appointed vice president of development at Valparaiso University, Valparaiso, Ind. The Rev. Mr. Toelke is the second vice president appointed in recent years to meet the growing administrative needs of the university. **Dr. Albert Scribner**, former registrar and business manager, became vice president of business and finance in July 1956.

D. Earl Thompson, for the last three years assistant director of the school of hotel, restaurant and institution management at Michigan State University, and preceding that head of the department of institutional management at M.S.U., became head of the department of hotel and institution administration in the college of home economics at Pennsylvania State University on October 20.



D. Earl Thompson

Donald W. Chapman, formerly assistant purchasing agent of National Homes Corp., Lafayette, Ind., is the new purchasing agent of Oberlin College, Oberlin, Ohio. He succeeds **Edwin C. Berger**, purchasing agent for the last 13 years, who has been named head of the data processing department at the college. Mr. Chapman was assistant purchasing agent at Purdue for 11 years.

Kehl O. Marken, formerly treasurer and business manager of Huron College, Huron, S.D., is now business

manager of the National College of Education, Evanston, Ill. **Dr. Henry Yankow**, his predecessor, is head of the accounting department in the school of business at Northern Illinois University, DeKalb.

R. J. Lichtenfelt, director of food service at Central Michigan College, Mt. Pleasant, was elected president of the Association of College



R. J. Lichtenfelt

and University Food Services at a meeting held recently on the Central Michigan campus. Fifteen college and university food service directors representing institutions in Indiana, Illinois, Ohio, Maryland, Maine, Michigan and Missouri attended the two-day organizational meeting. **Robinson Lappin**, University of Maryland, was elected vice president; **Richard Bystron**, Miami University, Oxford, Ohio, secretary-treasurer; **Helen Wild**, Ferris Institute, Big Rapids, Mich., corresponding secretary, and **Paul Fairbrook**, Northern Illinois University, publications officer.

Dr. David A. Lockmiller, president of the University of Chattanooga, Chattanooga, Tenn., for the last 16 years, has been appointed president of Ohio Wesleyan University, Delaware. He will succeed **Arthur S. Fleming**, who resigned recently to become Secretary of Health, Education and Welfare in Washington, D.C. Dr. Lockmiller will assume his new duties early in 1959.

Dr. James I. McCord, dean of Austin Presbyterian Theological Seminary, Austin, Tex., will assume the presidency of Princeton Theological Seminary, Princeton, N.J., next fall.

LeVelle Wood, home economics specialist at Ohio State University, was elected president of the American Dietetic Association at the association's recent convention.

Chester Kerr, secretary of the Yale University Press since 1949, has been named director of the Press. Formerly he was vice president of the publishing firm Reynal & Hitchcock. Mr. Kerr will succeed **Norman V. Donaldson**, retiring director, who has been appointed chairman of the governing board of Yale University Press. The appointments become effective July 1.

John J. McCloy, chairman of the Chase Manhattan Bank, New York

Halsey Taylor® offers a wide variety of newly styled health-safe coolers



EXPLOSION-PROOF model for use where continuous temperatures exceed 110°



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You'll find Halsey Taylor coolers just right for commercial or industrial applications. They are available in air-cooled or water-cooled models, with sturdy life-time cabinets and sanitary two-stream projectors. Write for catalog or see Sweet's.

The Halsey W. Taylor Co., Warren, Ohio

92

City, will succeed H. Rowan Gaither Jr. as chairman of the board of trustees of the Ford Foundation. Mr. Gaither will return to his law practice in San Francisco when his term expires December 12.

Rev. Arthur I. Keegan of the Roman Catholic Congregation of the Mission (Vincentian Fathers), treasurer of St. John's University from 1924 to 1926, died recently in Brooklyn at the age of 69.

Rev. John J. Lane, 55, assistant director of province development for the Holy Cross Fathers, died recently at the University of Notre Dame. He was

dean and president of King's College, Wilkes Barre, Pa., in 1949-50 and vice president of St. Edward's University, Austin, Tex., from 1939 to 1941.

William L. Anderson, controller of Silliman University, a Presbyterian mission institution at Dumaguete in the Philippines, died recently in a Philadelphia hospital at the age of 56. Mr. Anderson had been on furlough for reasons of health.

Robert R. Tufts, director of management development at Case Institute of Technology, Cleveland, died recently at the age of 48.

DIRECTORY OF ASSOCIATIONS

National Federation of College and University Business Officers Associations

President: C. O. Emmerich, Emory University; secretary: Elmer Jagow, Knox College.

National Federation Consulting Service, 44 Washington Street, Wellesley Hills 81, Mass. Irwin K. French, executive director.

National Association of College Stores

President: Helen Amberg, Campus Store, Colgate University, Hamilton, N.Y.; general manager: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

American College Public Relations Association

President: Howard S. Curtis, Brown University; executive director: W. Noel Johnston, 1785 Massachusetts Ave., Washington, D.C.

Convention: July 12-15, French Lick, Ind.

Association of College Unions

President: J. Wayne Stark, A. & M. College of Texas; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

Convention: April 8-11, Deauville Hotel, Miami Beach, Fla.

National Association of Educational Buyers

President: George W. Warren Jr., Baltimore Department of Education, Baltimore; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

Convention: May 11-13, Fontainebleau Hotel, Miami Beach.

National Association of Physical Plant Administrators of Universities and Colleges

President: M. F. Fifield, University of New Mexico; secretary-treasurer: J. D. McFarland, University of Arkansas.

Convention: May 10-13, Kansas State College, Manhattan.

Association of College and University Housing Officers

President: J. Arthur Pringle, University of Washington; secretary-treasurer: Leonard A. Scheadt, University of Michigan.

College and University Personnel Association

President: Paul A. Hartley, University of Miami, Coral Gables, Fla.; executive secretary: Donald E. Dickason, University of Illinois, Permanent headquarters, 809 S. Wright St., Champaign, Ill.

Convention: June 28-July 1, University of Virginia, Charlottesville.

American Alumni Council

President: Donald E. Smith, University of Rochester; executive director: Ernest T. Stewart, 1785 Massachusetts Ave., N.W., Washington 6, D.C.

Convention: June 28-July 2, Grand Hotel, Mackinac Island, Mich.

Associations of College and University Business Officers

American Association

President: William M. Jones, North Carolina College; secretary: S. V. Jeter, Clark College, Atlanta, Ga.

Convention: April 23-25, Tuskegee Institute, Tuskegee Institute, Ala.

Central Association

President: Robert W. Hoefer, University of Cincinnati; secretary-treasurer: Ralph Olmsted, Evansville College, Evansville, Ind.

Convention: May 16-18, Purdue University, Lafayette, Ind.

Eastern Association

President: Edward K. Cratsley, Swarthmore College; secretary-treasurer: Kurt M. Hertzfeld, University of Rochester.

Southern Association

President: G. C. Henricksen, Duke University; secretary: C. O. Emmerich, Emory University.

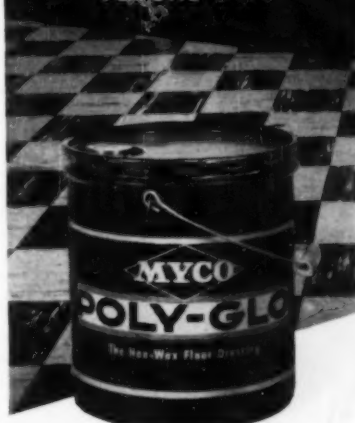
Western Association

President: Duncan I. McFadden, Stanford University; secretary: Robert B. Gilmore, California Institute of Technology.

Canadian Association of University Business Officers

President: W. J. Condo, controller, University of Manitoba; secretary-treasurer: D. S. Claringbold, treasurer, Hart House, University of Toronto.

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POSITIONS WANTED

Administrator—Budget director of manufacturing corporation desires administrative position in college or university; experienced in financial management and accounting; also faculty experience; age 35; graduate level education; resumé sent upon request. Write to Box CW 441, COLLEGE AND UNIVERSITY BUSINESS.

Administrator, Non-Academic—Excellent combined background-mechanical and general construction; industrial finance, accounting, budgets, cost control, purchasing; Economics Degree; now V.P., mechanical contracting corporation; 37; interested all college openings, locations. Write to Box CW 440, COLLEGE AND UNIVERSITY BUSINESS.

Bookstore Manager—47 years old; married; BS in BA, 8 years as educational consultant in auxiliary enterprises; NACS Workshop grad. Write to Box CW 436, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager, Treasurer, Administrative Assistant—College, university, education board, foundation, etc.; eight years' experience all phases business office administration, including auxiliaries, maintenance; former state board administrative assistant, systematizing, consultant, research auditing, etc.; colleges thereunder; manuals; presently Southern manager, 1300 enrollment; University Accounting Degree. Write Box CW 432, COLLEGE AND UNIVERSITY BUSINESS.

Executive Business Manager—20 years seasoned business executive seeks challenging opportunity with college business management; Harvard background; excellent contacts; thoroughly familiar with dormitory furnishings. Write to Box CW 439, COLLEGE AND UNIVERSITY BUSINESS.

Grounds Superintendent—Competent, with years of experience; B.S. in Horticulture. Write to Box CW 438, COLLEGE AND UNIVERSITY BUSINESS.

Superintendent, Architect-Engineer—Twenty years with large Eastern university; long experience with commercial firms in building construction, alterations, maintenance; wishes position with southeastern institution; best references. W. C. WIRTH, 24 Southwind Drive, Belleair Heights, Largo, Florida.

Treasurer, Controller, Business Manager, Administrator—B.S., M.A., C.P.A.; eight years college and university teaching, accounting and other business subjects; eight years national firm public accounting; fifteen years, controller, listed corporation; age 50; member American Institute of C.P.A.'s; Controllers Institute; National Association of Accountants. Write to Box CW 435, COLLEGE AND UNIVERSITY BUSINESS.

POSITIONS OPEN

Assistant Dietitian—Manager women's residence hall for 300 women; college enrollment 3900; position open January 1, 1959; advancement opportunities; faculty status; meals, professional laundry; salary open. Apply to Mrs. Irene B. Miller, Director of Residence Halls, MONTANA STATE COLLEGE, Bozeman, Montana.

Assistant Director of Accounting—Minimum work experience three years; educational requirement — Bachelor's Degree with major in Economics or Business Administration or Accounting School Diploma; veteran preferred; Public Accounting or Education Finance experience desirable but not entirely essential. Send resumé to Comptroller, TUFTS UNIVERSITY, Medford 55, Massachusetts.

Business Manager—Small mid-western private college; responsibility and equivalent authority; expanding program; good staff working relationships; salary open. Send resumé to Box CO 280, COLLEGE AND UNIVERSITY BUSINESS.

College Dining Hall Manager—Graduate of college or university with major studies in nutrition or institution management and two years' experience, one year to have been in a supervisory capacity; appropriate experience in the field may be substituted for college training; prefer man 25-45 who can assume responsibility and supervision of 100 regular employees and 150 part time employees and feeding 7500 meals per day; salary to \$4900 depending on experience; located Mid-Atlantic. Write to Box CO 284, COLLEGE AND UNIVERSITY BUSINESS.

College Food Service Directors—Rapidly growing college food service contract feeding company is seeking high caliber young graduates, 24 - 39, to assume management of college or university food service operations; character and personality more important than experience, but must have a feeling for quality; highest income in the field, growth opportunities unlimited; relocate. Resumé to Box CO 277, COLLEGE AND UNIVERSITY BUSINESS.

Dietitian—To manage food service in a men's university residence hall feeding 400 men, commencing January 2, 1959; excellent fringe benefits; Rocky Mountain area. Write to Box CO 283, COLLEGE AND UNIVERSITY BUSINESS.

FOR SALE

Gas-fired Vulcan Steam Jacketed Kettle—Model GK L30. WABASH COLLEGE, Crawfordsville, Indiana.

MISCELLANEOUS

Bought—Sold, Academic Caps, Gowns, Hoods—All Degrees, regardless quantity, condition; write only those you wish to sell; also write us your additional needs. LINDNER, 5 Tudor City Place, Department A-2, New York City 17.

The rates for classified advertisements are: 20 cents a word; minimum charge, \$4. (No charge for "key" number.)

Forms close 5th of month preceding date of issue.

COLLEGE AND UNIVERSITY BUSINESS
919 N. Michigan Avenue, Chicago 11, Ill.

WHAT'S NEW

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card on page 74. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Flexible Plastic Laminate For Surfacing Material

Bolta-Top is the name given to a new flexible plastic laminate surfacing material



which provides virtually stainproof counter areas. Made with a three-layer construction, Bolta-Top is easily cemented to counter surfaces and can be used to cover counters, tables, backsplash areas and many others. The flexible material can be bent around corners without cracking, shattering or flaking, and may be installed in a continuous sheet on wall and counter.

Bolta-Top has a rugged fiber backing bonded to decorative vinyl sheeting which is covered with a layer of transparent DuPont Mylar polyester film. The Mylar film resists ink, alcohol, fruit acids, iodine and similar staining agents and the smooth surface also resists dust and dirt. It is available by the yard in 32 and 46-inch widths and can be cleaned by washing with soap and water. Bolta-Top is available in a variety of colors and patterns. Bolta Products Division, General Tire & Rubber Co., Lawrence, Mass.

For more details circle #773 on mailing card

Weladyne Detergent-Germicide Is Non-Toxic and Non-Staining

Weladyne, a recently-introduced detergent-germicide for asepsis and environmental sanitation, is a superior "tamed-iodine" complex. It has exceptional germicidal, sanitizing and cleaning properties, yet is non-toxic, non-irritating and non-staining when used as directed. A mixture of non-ionic wetting agents complexed with elemental iodine, Weladyne disinfectant provides bactericidal efficiency with speed of action. A "built-in" color indicator assures the user of continued germicidal activity and signals if the solution is being used beyond the point of efficiency.

Weladyne has no appreciable odor. It destroys odor-causing bacteria without leaving a masking odor. It is intended for the disinfection and cleaning of floors, walls, tiled and painted surfaces, food and beverage handling equipment, cafeteria and kitchen equipment, animal rooms and cages, and other areas. West Chemical Products Inc., 42-16 West St., Long Island City 1, N.Y.

For more details circle #774 on mailing card

Strength and Utility in End-Table Lamp

The Model No. 5865 combination end-table and floor lamp is specifically designed for college use. Strength and resistance to damage, even when the table is used as a seat by football players, are built into the unit. The table top is made of impervious Fibersin in a light oak finish which is not damaged by cigarettes or alcohol. Black iron forms the entire undercarriage which has a handy rack for magazines, books and other items.

The vertical tube holding the shade can be adjusted from side to side and the shade itself is mounted on a swivel so that it can be placed in any position desired. A built-in stop prevents turning the shade in an arc of more than 300 degrees, protecting against twisting the wires. The virtually indestructible shade is made of an attrac-



tive plastic material that can be washed with soap and water. Costing no more than an average floor lamp, the Model No. 5865 provides the facilities of both floor lamp and end table. Excel Mfg. Corp., Muncie, Ind.

For more details circle #775 on mailing card

Low-Cost Utensil Washer Has Compact Dimensions

Model 103 FMC Utensil Washer is an economically priced unit with minimum operating costs. Designed for use in schools, college feeding facilities, hospitals and other institutions, the 103 has eye level controls and a 34-inch working table height which is adjustable to 36 inches. The six-inch floor clearance permits cleaning under the unit. The compact outside dimensions of 34 by 33 inches, 75 inches high, occupy minimum floor area for the service accomplished.

Other features of the new model include all drain, water and electrical connections at rear, easy-to-open stainless steel doors, increased refuse disposal screen area and other improvements for easier and more efficient operation and maintenance. Food Machinery & Chemical Corp., Kitchen Equipment Dept., Hoopeston, Ill.

For more details circle #776 on mailing card

Germicidal Bowl Cleaner Is Convenient to Use

Convenience with effective germicidal qualities are combined in Bol-Tabs toilet bowl cleaner. The fast dissolving tablets are dropped into the bowl, killing even staphylococcus aureus within seconds. Bol-Tabs provide a convenient, safe and economical method of maintaining toilet fixtures since only a small amount is needed to loosen rust and lime stains while cleaning, deodorizing and sanitizing. Bol-Tabs do not harm porcelain enamel. Horizon Industries, 400 Lumber Exchange Bldg., Minneapolis 1, Minn.

For more details circle #777 on mailing card

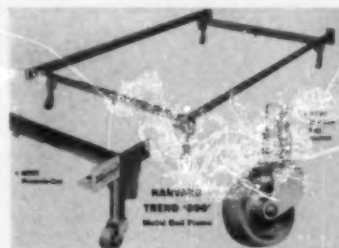
WhirlBlast Packaged Burners for Gas, Oil or Both

A completely packaged burner for medium-sized institutional installations is offered in the new WhirlBlast. Designed for forced-draft firing of gas, light oil or dual fuel in pressurized or natural draft boilers, the burners eliminate the need for high smokestacks and include a new-design burner head that prevents flame pulsation. They provide cleaner combustion, less power and operate quietly. The burner is assembled, wired and tested at the factory for easy installation. Iron Fireman Mfg. Co., 3170 W. 106th, Cleveland 11, Ohio.

For more details circle #778 on mailing card

Leg-and-Caster-Stem Socket in Metal Bed Frame

A new type of leg-and-caster-stem socket that provides ball bearing castering action with regular casters is a feature of the new Trend '600' Series Metal Bed Frame. The new development eliminates the expense and noise of ball bearing raceways. The white nylon Mobilon Socket lets the caster stem pivot in a smooth, almost frictionless paint-free casing. A completely new design in the new Trend '600' Series incorporates



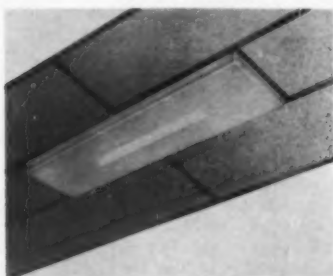
nine new features such as Coral finish with matching Coral casters, bedding protector caps on the side runners, Hi-tension Clamp for simple, stronger grip on cross rails, new dual-riveted headboard plates and other improvements. Harvard Mfg. Co., 7619 Grand Ave., Cleveland 4, Ohio.

For more details circle #779 on mailing card

(Continued on page 66)

"Slendex" Lighting Troffer Has Minimum Recess

Recessed only 1 3/4 inches, the new Smithcraft "Slendex" lighting troffer is so shallow



that it is handled like tile. It is especially effective in low ceilinged rooms and is shielded by an extruded and formed polystyrene diffusing panel with a glare-free surface finish. The panels swing open easily for relamping or servicing, and can be removed without tools. The triangular inverted center section eliminates dark streaks. Slendex units are easily installed by one man and are designed for freedom in the installation and maintenance of ductwork and utilities. **Smithcraft Lighting, Chelsea, Mass.**

For more details circle #780 on mailing card

Vegetable Slicer Does Quick, Neat Work

A simple unit for speeding and simplifying the work of the kitchen crew in preparing meals is introduced in the Tomato Slicemaster. It also slices boiled potatoes and other vegetables. The stainless steel frame equipped with eight removable, adjustable blades handles vegetables of all sizes for cutting. The entire unit can be quickly and thoroughly cleaned. **Bloomfield Industries, Inc., 4546 W. 47th, Chicago 32.**

For more details circle #781 on mailing card

Instructor's Desk Designed to Mix and Match

Functional and versatile for use in any classroom, office or conference room, the new No. 1410 Instructor's Desk illustrated is designed to mix and match with any individual unit or group of units in the Quadraline series. It has a center drawer and locking pedestal drawers faced with plastic to match the marproof working surface which is reinforced and edge-banded with matching plastic. Constructed of rugged



square tubing with baked metallic enamel finish in modern colors, the desk has graceful lines with rubber-mounted swivel glides that absorb shock and compensate for uneven floors. **American Desk Mfg. Co., Temple, Texas.**

For more details circle #782 on mailing card

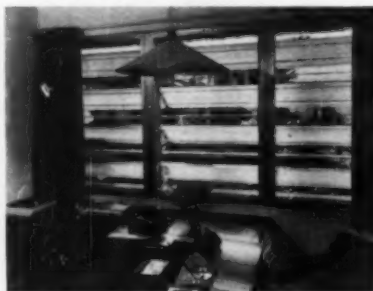
Germicidal Floor Cleaner Kills Staph and Other Pathogens

Elimstaph No. 2 is a new germicidal floor cleaner designed to kill staphylococcus, enteric and respiratory pathogens and fungi on contact. It has an exceptionally high phenol coefficient and kills quickly. It is a residual type product which functions at full strength as long as it remains on the floor or other surface to which it is applied. Elimstaph No. 2 cleans floors thoroughly, rigid compositions as well as resilient, and a single application cleans, disinfects and deodorizes. It is colorless and odorless and is used in dilution, one ounce per gallon of water. **Walter G. Legge Co., 101 Park Ave., New York 17.**

For more details circle #783 on mailing card

Rusco Twin Window Serves Double Purpose

Building and maintenance costs can be reduced with the new Rusco Twin Window. The flush fit construction of two windows in one unit eliminates the need for indoor and outdoor sills. The outer unit serves as an awning window and storm shutter and can be glazed with glass or fiber glass in pale yellow, aquamarine and off-white. It adjusts to serve as a sunshade, giving an unobstructed view from the inside while maintaining privacy from the outside. The inside unit is a louvered



jalousie window. Neither shades nor venetian blinds are needed with the new unit.

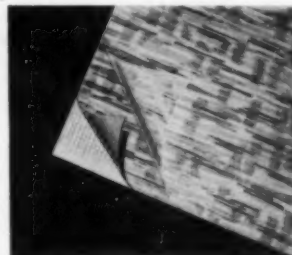
The two windows are engineered to work in unison to protect against weather and they may be left open during rain without interior damage. The combination unit serves as a self-storing storm window during the winter with screens ready for immediate use in the summer. **Rusco Twin Windows** are constructed of aluminum with concealed hardware. **F. C. Russell Co., Columbiana, Ohio.**

For more details circle #784 on mailing card

Plastifused Wall Covering Has Fabric Base

The all new vinyl Fabron is a triple layer wall covering combining beauty, economy and durability. The plastifused material has a close-woven fabric base for easy hanging. Texture effects are printed on a middle layer of pure vinyl film over which an extra top layer of clear vinyl film is permanently fused to seal in the design and prevent damage. The material is colorfast, abrasion resistant and waterproof, with the design remaining fresh and bright for the life of the wall covering. Maintenance is greatly reduced and costs are saved since walls need not be re-finished.

The material is non-toxic, protects walls which may have cracks or other weaknesses and prevents the spread of fire. A heavier gauge vinyl wall covering, **Permon**, is



also available for wall areas subject to abuse and heavy traffic. **Frederic Blank & Co., Inc., 230 Park Ave., New York 17.**

For more details circle #785 on mailing card

Refuse Container of Unbreakable Plastic

Unbreakable polyethylene plastic is used to form the new Lustru-Ware 8-gallon Refuse-Tainer, Model C-108S. The odor-sealing cover has a large molded handle for easy removal. The plastic protects floors and walls and is clatter-proof. The seamless construction is rustproof and leak-proof and the Refuse-Tainer can also be used as a covered container for storage. It can be cleaned easily and sterilized with any disinfectant. The strong metal bail handle is anchored in polyethylene sockets. **Columbus Plastic Products, Inc., 1625 W. Mound St., Columbus 23, Ohio.**

For more details circle #786 on mailing card

Basket Racks and Baskets Have Improved Finish

Efficient and economical storage for gym material, sports clothes and other items is provided in the line of Penco Basket Racks and Wire Baskets. The redesigned line has an improved finish that protects against chipping, cracks, rust and corrosion. Available in standard gray or green, the racks are also offered in six special decorator colors. New matching name plates on both baskets and racks improve appearance and use and both baskets and racks are formed of a new improved type of cold rolled steel.

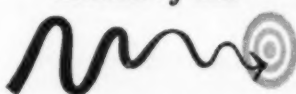
Penco basket racks are available in 73, 83 and 93-inch heights and 40-inch widths in single-face construction for mounting against walls, or as double-faced units where space permits access to both sides of the rack. Racks are also available on



heavy duty swivel casters where mobility is desirable. Two sizes of baskets are offered, both with wire mesh construction. Each basket has facilities for padlocking it to the rack. **Penco Metal Products Div., Alan Wood Steel Co., Oaks, Pa.**

For more details circle #787 on mailing card

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Monroe Steel Folding Chairs in attractive range of styles, sizes and prices. Excel in comfort, easy handling and durability. Also full line of non-folding chairs, desks and combinations for classroom, cafeteria and church school use.

PORTABLE PARTITIONS



Monroe's new movable partitions change idle space into useful areas. Smooth Masonite panels, tubular steel frames, swivel pedestals, casters or glides.

THE Monroe COMPANY
77 Church St. Celfax, Iowa

Triocular Microscope Has Monocular Camera Tube

In addition to the visual comfort of inclined binocular eyepieces, the new B&L Triocular microscope provides a monocular tube for camera attachment which allows convenient photomicrography or simultane-



ous visual observation by a second person. The new Triocular Body doubles normal magnification and the body can be rotated over full 360 degrees for accurate orientation of specimen in relation to picture frame, and quickly locked for comfortable viewing position. Observation at binocular eyepieces is continuous even during photographic exposure. **Bausch & Lomb Optical Co., 635 St. Paul St., Rochester 2, N.Y.**
For more details circle #788 on mailing card

Tamper-Proof Screw Developed for Soap Dispensers

The new stainless steel T-P (Tamper-Proof) screws developed by Bobrick permit installation of vandal-proof soap dispensers without increased cost. The new screw has two short slots on either side of the head and can only be removed by the redesigned Bob-Key provided with each Tamper-Proof Dispenser. The new T-P screw will be used on all Bobrick Tamper-Proof dispensers. **Bobrick Dispensers, Inc., 1839 Blake Ave., Los Angeles 39, Calif.**
For more details circle #789 on mailing card

Adjustable Tote Box Is Divided for Storage

Ribbed wall indentations on the Modubox tote box permit insertion of adjustable dividers to form any desired compartments from one inch square to the entire box size. The variety of compartment sizes available makes the Modubox suitable for storage of any small material.

Modubox is formed from U.S. Royalite, a durable rubber based plastic, in one piece



construction. The material is acid, alkali and greaseproof and will not chip, break or shatter in normal use. The rolled edges give a good grip area and the lightweight boxes are easy to clean and to handle. Moduboxes are available in over sixty standard sizes and depths. **Hollywood Plastic Arts, Inc., 515 E. 9th St., Los Angeles 13, Calif.**
For more details circle #790 on mailing card
(Continued on page 68)



ARE YOUR TERRAZZO FLOORS Getting Proper Beauty Care?

The value of your terrazzo floors lies in their beauty. If the wrong type of cleaning material is used on a terrazzo floor, it can mar the finish in a few month's time. Protect your costly floors . . . preserve their original appearance and loveliness with a Huntington Sealer and approved maintenance methods.

To make certain your floors are being maintained correctly and at the lowest practical cost, write for our free booklet "How To Finish and Maintain Hard Floors." Fully illustrated, with step-by-step instructions, it tells your maintenance men the right way to take care of marble, concrete, magnesite and ceramic tile floors . . . to preserve their gleaming beauty for years to come. It can save you many dollars on floor maintenance costs, too.



HUNTINGTON LABORATORIES
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Huntington, Indiana
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Plastic Laminate-Faced Doors

Carry Identifying Silhouettes

Silhouettes permanently inlaid in Chemclad plastic laminate-faced doors designate



room use. Chemclad is the registered trademark name of the new doors formed by the stressed skin method of construction. The silhouette inlay, done at the time of manufacture, is flush with the face, having no seams.

The rugged laminate door faces are bonded to the core and frames under heat and pressure. The resulting doors are mar and stain-resistant. Wear-resistant scuff plates extend the full width of the doors and are available in any height, for one or both sides. Light or louver openings of any size may be allowed in manufacture and the frames accommodate closers and conventional butts and locks. Chemclad doors are available in a variety of colors and patterns, in sizes up to four feet in width and eight feet in height. They require practi-

cally no maintenance and the original attractive appearance is maintained by cleaning with soap and water. **Bourne Mfg. Co., 1573 E. Larned St., Detroit 7, Mich.**

For more details circle #800 on mailing card

Time-Saving Maintenance Tools Are Pressure-Activated

Time and materials are saved in painting, floor waxing and spraying with the new Power-Flo tools. The inexpensive tool consists basically of a pressure unit activated by a few strokes of its built-in pump. Ten feet of plastic tubing lead to the specially designed tools which include a pres-



sure-fed paint roller, a pressure-fed floor waxer and a spray unit.

With the Power-Flo Painter, paint is poured into the pressure tank which is activated by a few strokes of the pump. A touch of the valve in the handle brings the paint to the internally-fed roller for painting without dipping or other preparation, thus speeding the operation and actually saving paint. The tool is converted for waxing floors and an adjustable spray nozzle may also be used with the tool for spray-

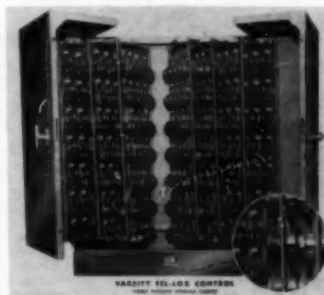
ing insecticides, floor conditioners or other liquids. **Power-Flo Tools, 1348 Blue Jay Drive, Pittsburgh 16, Pa.**

For more details circle #801 on mailing card

Padlock Storage Cabinet Protects Locks and Speeds Handling

The Tel-Lox padlock storage cabinet not only provides safe storage for padlocks, but permits filing for security and ease of distribution. The handy hook numerical indexing system gives accurate records regarding location and distribution. The sturdily constructed cabinet, with maximum capacity of 392 locks, has free-swinging hook panels and vitascope doors for complete visibility and accessibility.

The Tel-Lox cabinet can be attached to the wall or fastened to a movable table to simplify and speed handling of the pad-



locks. A high-quality locking device and handle protect contents when not in use. **P. O. Moore, Inc., Glen Riddle, Pa.**

For more details circle #802 on mailing card

MONTHLY PAYMENT PLAN CUSHIONS RISING COSTS OF TUITION FOR PARENTS

Perhaps you plan to raise or already have raised your tuition and fees. You can minimize parent resistance to such increases and actually gain additional good will by offering The Tuition Plan. In line with modern budgeting habits, The Tuition Plan provides parents with a convenient monthly payment plan for paying out of income.

Several hundred colleges and schools are enjoying a fine experience with this added service. Besides achieving a fully-paid enrollment at the start of each term, they receive these direct benefits.

COLLEGE HAS NO FINANCIAL LIABILITY . . . on parent-signed contracts, colleges need not refund in event parent defaults on contract.

A FOUR, THREE OR TWO YEAR PLAN . . . now may be offered under one flexible contract.

LIFE INSURANCE INCLUDED . . . in event parent dies, life insurance takes care of total remaining costs covered by 4, 3 and 2 year contracts.

Operating at no expense to the college, the plan provides all forms, stationery and postage involved . . . cuts your overhead (administration, bookkeeping, clerical, credit and collection costs) in handling student accounts. The Tuition Plan can make important contributions in the areas of parent relations and cost controls. We invite you to write for further information about the plan.



Write for Descriptive Brochure

THE TUITION PLAN
INCORPORATED

One Park Avenue, New York 16, New York

LOOKING FOR SOMEONE?

Someone to fill a vacancy in *your* staff—a Business Manager—Superintendent of Buildings and Grounds—Purchasing Agent—Director of Food Service and Dormitories?

Or maybe you are thinking about making a change.

If so, consider placing a "Classified Advertisement" in the next issue of *College and University Business*.

It costs but 20c a word (minimum charge of \$4.00) to place your story before the administrative officers of colleges and universities in this country and Canada.

"Classified Advertisements" are working successfully for others—they can do the same for you.

WRITE TO: Classified Advertisements

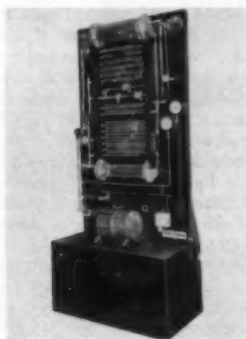
COLLEGE and UNIVERSITY BUSINESS

919 N. MICHIGAN

CHICAGO 11, ILLINOIS

Visual Demonstrator Shows Refrigeration Cycle

A visual demonstrator of the basic refrigeration cycle developed by the York Insti-



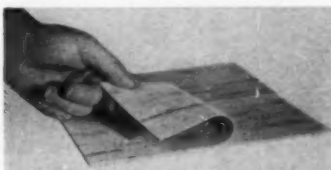
tute of Air Conditioning and Refrigeration is now available to colleges and technical schools. The unique unit is designed to make refrigeration easy to understand. The Trainer is a scientifically accurate working model of a refrigeration system which permits such quantitative considerations as system capacity, superheat, refrigerant flow rate and the like. Mounted on a sturdy satin-black steel panel, the Trainer has a glass evaporator, condenser, low pressure receiver, high pressure receiver and interconnecting piping frames to illustrate the cycle, with all piping color-coded to show refrigerant flow and its state. York Division, Borg-Warner Corp., York, Pa.

For more details circle #791 on mailing card

Gold Seal Tile Products Have "Featherveined" Color

A controlled, constant decoration that goes all the way through Gold Seal asphalt and vinyl asbestos tile is the result of a new manufacturing process. Known as "Featherveining," the new electronically controlled production assures precision and uniformity in size, color, texture, gauge and strength. The new color lines, with "Featherveining Thru and Thru," are available in Gold Seal Asphalt Tile and Gold Seal Vinylbest tile.

New to the line for institutional use is Vinylbest with 1/8 inch color line available in 15 colors, including clear neutrals and decorator tones. The illustration pictures a



test indicating uniformity of color and decoration throughout the flooring, eliminating the possibility of pattern wear in heavy traffic areas. Gold Seal Div., Congoleum-Nairn, Inc., 195 Belgrave Drive, Kearny, N.J.

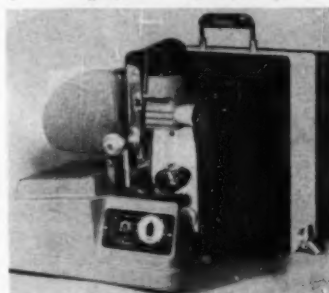
For more details circle #792 on mailing card

Synchrowink Projector Features Remote Control

A 10-foot remote pushbutton control cord is standard equipment on the new Synchrowink Model No. 576-47 300-watt

Filmstrip Projector. Pictures are quickly changed by the Synchrowink mechanism which employs a simple pushbutton control. The DuKane locking, vise-action glass aperture plates keep pictures in focus. The patented Rediwind film system automatically rewinds the film as it is shown, leaving it ready for the next use. Film handling is thus reduced, giving films longer life, and jet-stream cooling protects them from heat damage.

The lightweight Synchrowink projector comes in a compact carrying case and is suited to systems providing for automatic synchronization of pictures with tape-recorded sound. Since picture-changing is actuated by a pushbutton switch, anything which will complete an electrical circuit may be employed to operate the mecha-



nism. It might, for instance, be hooked up to a photoelectric cell device to change pictures automatically whenever a light beam is broken. DuKane Corp., St. Charles, Ill.

For more details circle #793 on mailing card

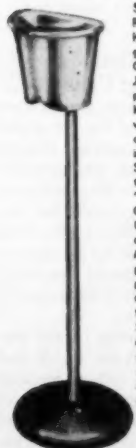
(Continued on page 70)

SIPCO DUNKING STATIONS

ELIMINATE FIRE HAZARDS FROM CIGARS CIGARETTES MATCHES



MODEL 1JWS.



MODEL 4J.



Thousands of BUSINESSES, INSTITUTIONS and INDUSTRIES use SIPCO DUNKING STATIONS as a VITAL AID TO FIRE SAFETY and SANITARY HOUSEKEEPING PROGRAMS.

Heavy duty CAST ALUMINUM CANISTERS guaranteed three years against breakage. Over 20 different models. Standard and Jumbo sizes. Wall models, Floor models, permanent mounting models. Black crinkle or bright polished finishes. With or without message signs and decals. Special colors and special signs or decals on order.

SIPCO DUNKING STATIONS are designed to be partly filled with water. Drop the "Smoke" in the large top hole and IT'S OUT FOR GOOD. NO SMOULDERING—NO ODORS—NO UNSANITARY CONDITIONS. Lift off the canister or lift out an inner-liner—DUMP IT and the cleaning job is done. MODEL 4J. Designed for permanent mounting on walls, posts, columns, etc. in public areas. Eliminates piling problem. JUMBO size canister furnished with lightweight, rugged glass-fiber inner-liner. Flip back the lid—Lift out the inner-liner and dump it. Inner-liner fits all JUMBO size SIPCO canisters and is available separately. MODEL 1JWS. JUMBO size DELUXE floor model less message sign and decal. Ideally suited to modernistic or conservative surroundings. 38" high. Heavy weighted base. Also available with attractive, eye-catching message sign and/or decal. (MODEL 1JD)

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STANDARD INDUSTRIAL PRODUCTS CO.

DEPT. CU • 3527 FARMINGTON RD. • PEORIA, ILLINOIS



WALL-SAVING EASY CHAIR No. 8200

Also available in sectionalized chairs and love seats.

See your dealer or write us for our distributor's name.

AMERICAN CHAIR COMPANY
MANUFACTURERS
SHEBOYGAN, WISCONSIN

PERMANENT DISPLAYS:

Chicago • New York • Miami • Boston • San Francisco

Right At Your Finger Tips A Plastic Binding Kit For Scrapbooks and Albums



(Illustration of two hole kit)



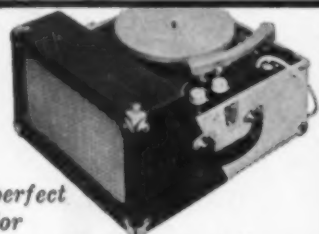
\$11.90

Exciting new do-it-yourself binding kit, simple enough for a child to operate. Just insert the pages and punch, then pick a colorful binding tube from the spin dial base, snap into place and in seconds you have a real professional looking colorful volume.

Other models available—
write for free booklet to department CU-12

TAUBER PLASTICS INC.

200 Hudson St. N. Y. 13, N. Y. Call WOrth 6-3888



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for
instruction and recreation

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DEPENDABLE**

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Newcomb sound products have proven their dependability by delivering years of trouble-free service in leading school systems throughout the country. They are safe; ruggedly built of the finest quality materials; most are transformer powered for best performance, maximum safety. With easy-to-service construction and quickly available American-made parts, it is a simple matter for any service man to put the equipment in like-new condition.

NEWCOMB serves your other sound needs with
DEPENDABLE PUBLIC ADDRESS AMPLIFIERS
and **DEPENDABLE TRANSCRIPTION PLAYERS**. Write for complete catalog.

NEWCOMB AUDIO PRODUCTS CO., Dpt. CU12
First in sound since 1937
6824 Lexington Ave., Hollywood 38, Calif.

Steel Folding Chairs Available in Four Styles

Heavy gauge steel is used to form the new Cole Steel Folding Chairs. They are



designed to fill all institutional folding chair requirements and are offered at economical cost. Folding chair No. 2820 illustrated provides a contour seat with slanting back rest for comfort and good posture. The safety hinge protects against pinched fingers. The chair is engineered not to tip, tilt, wobble or slide and has durable rubber "shoes" on each leg for stability without marring. The chair is available in green, gray or beige. Cole Steel Equipment Co., Inc., 415 Madison Ave., New York 17.

For more details circle #794 on mailing card

Odor Neutralizing Chemical for Air Conditioning

A deodorant and air freshener for use in air conditioners and heating systems is introduced in Eastonair. A new form of odor neutralizing chemical compound, Eastonair is solid in structure and has a controlled evaporation cycle under both winter and summer conditions. It is easily installed in all models and types of air conditioning units, is odorless, non-toxic and non-irritating and will freshen stale air. Easton R. S. Corp., 876 Pacific St., Brooklyn 38, N.Y.

For more details circle #795 on mailing card

Small Portable Organ Has Four-Octave Keyboard

A self-contained table with collapsible legs which fold easily into a light luggage-type case holds the new four-octave Hohner portable organ. The small serviceable unit can be easily transported from building to building as well as from room to room to furnish organ music in a rich, smooth tone. The new instrument is available in black or ivory, and operates on



110/120 volts. The carrying case, with the organ enclosed, is only 24½ by 14½ inches, 7½ inches high. M. Hohner, Inc., 351 Fourth Ave., New York 10.

For more details circle #796 on mailing card

Silver Handling Equipment Features Dip Tank and Cylinder

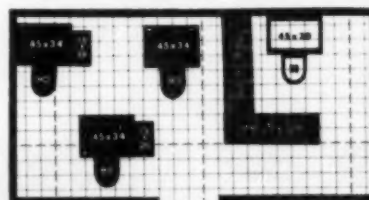
Two new developments in Steril-O-Matic silver handling equipment are now available. The Model ST-1 Dip Tank has a new temperature control unit for spotless drying and sterilization of silver flatware. The contact-type thermostat is easily accessible and adjustable to fit any special requirements. The tank is made of heavy gauge stainless steel with carrying handles, heating element and operating cord.

The new Steril-lite Flatware Cylinder is extremely light and easy to handle, yet it is rigid, heat resistant and strong. It is made of ethylene polymer, is odorless and resists mineral and vegetable oils, salt brines and alkalis. It has an attractive appearance, withstands shocks, holds its shape in use and is practically indestructible. Steril-O-Matic Co., Inc., 4530 N. Keystone Ave., Indianapolis 5, Ind.

For more details circle #797 on mailing card

Layout Kits Help Plan Floor Space

Templates of furniture, files, radiators, architectural columns and other equipment, together with planning board and tools for layout of rooms, departments and other areas are contained in Planoramics Kits. Templates contain no adhesive and are not



sticky, yet they stay in place on the layout until removed. Plans can be moved, changed or rearranged on the planning board, then photostated, with copies available for committee members, department heads or others concerned with arrangements. Tapes, letters and numerals are also available in the kits which are designed to suit every need. Planoramics, 631 E. First St., Boston 27, Mass.

For more details circle #798 on mailing card

Improved Capacity and Flexibility in Heating and Ventilating Units

Broader capacity coverage and a new flexible design are features of the completely redesigned line of American Blower heating and ventilating units. The new design permits the widest possible selection of combinations and arrangements for improved arrangement flexibility. Units, coils and accessories can be built up in any sequence required. The broad capacity coverage provides eleven sizes for requirements from 600 to 86,000 cfm.

Components and accessories of the improved line are constructed for quick and easy mounting, one to the other. Savings are thus effected in space requirements and initial installed cost. Simplicity of sectional construction also provides increased accessibility for service and maintenance. American Blower, Div. of American-Standard, Detroit 32, Mich.

For more details circle #799 on mailing card
(Continued on page 72)

- **BEAUTY**
- **COMFORT**
- **DURABILITY**

A recent Steelcase installation: the new Undergraduate Library at the University of Michigan. Seminar room, showing No. 1165 Steelcase chairs grouped around Steelcase self-edged Formica top tables.

**Yours to enjoy at
a sensible price!**



Ask any librarian what kind of tables and chairs he prefers in the reading and study rooms and you'll hear, "well-designed" . . . "comfortable" . . . "easy-to-move" . . . "practical" . . . "must be quiet!" This latest Steelcase equipment shows how perfectly these preferences for library and other institutional furniture can be met. Even the need for silence has been anticipated: tables and chairs are fitted with patented Steelcase "domes of silence" chrome glides that reduce noise of moving to a whisper. Yet, you pay no premium. The cost is surprisingly modest.



For a better look at these and the rest of the new Steelcase line, write for a copy of our new full color brochure. Address Dept. C, Steelcase Inc., Grand Rapids, Michigan. In Canada: Canadian Steelcase Co., Ltd., Don Mills, Ontario.



No. 1165
Library Chair



No. 1276
Cafeteria Chair

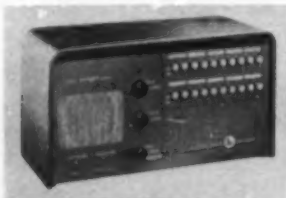


No. 1243
Institutional Chair

STEELCASE INC

Control Unit for P.A. System Converts for Intercom and Paging

A new control unit designed to convert any public address system to an intercom and paging system is offered by Allied. Es-



pecially effective for use in schools, colleges, hospitals and other institutions where a large number of locations must be in contact with a central point, the control unit requires no AC power and includes a volume control, Talk-Listen-Program switch and an All-Call switch. The built-in speaker serves also as a microphone or an external microphone may be used. The new control will accommodate up to 40 remote locations. Allied Radio Corp., 100 N. Western Ave., Chicago 80.

For more details circle #303 on mailing card

Portable Disposalls For Heavy Duty Waste Burning

Four to six drums of waste can be burned in a day with the new Goder Heavy Duty Deluxe Disposalls. The large sized portable units were especially designed for handling institutional waste with minimum effort. The inclined front closing door on the new models is operated by the E-Z foot

pedal which leaves the hands free to handle the waste drums.

A series of inclined, staggered step grates keeps the waste material moving downward, with precisely sufficient oxygen exposure for an all-consuming fire. Smoke, odor and heat loss are reduced. The secondary combustion chamber completely destroys all remaining residue as well as fly ash. The new Disposalls are ruggedly



constructed for efficient operation and are available to provide three burning capacities. Joseph Goder Incinerators, 4241 N. Honore St., Chicago 13.

For more details circle #804 on mailing card

Slip-Retardance in Vinyl Content Floor Wax

Vinyl Formula Linogloss Wax combines slip-retardance with a clear-film gloss and resistance to water spotting. A liquid prepa-

ration, it provides a safe, protective wearing surface for all floors and will not darken, discolor or yellow with age. It is the result of intensive research and is recommended by the manufacturer for use on all kinds of resilient flooring, and also provides protection for wooden floors and other smooth-surface types. It spreads easily to form a glossy, durable coating with high slip-retardance and is packaged in pint, quart, gallon and five-gallon cans and in 55-gallon drums. Armstrong Cork, Lancaster, Pa.

For more details circle #805 on mailing card

Photocopy Machine Features Low Price

The new Genco Challenger is a self-contained photocopy machine, ready to operate by plugging in, which sells at a low cost. Smooth, trouble-free performance is claimed through the synchro-meshed processor. The new machine has a maximum copy surface of 9½ by 15 inches. It is designed for all types of copying, including



bound books, and will copy from all colors. The permanent black and white copies are unaffected by light or heat. General Photo Products Co., Inc., 15 Summit Ave., Chatham, N. J.

For more details circle #806 on mailing card

Meterflo®

SELF SERVICE DISPENSERS
FOR REFRIGERATED OR HOT LIQUIDS

...the nation's first and leading bulk liquid food dispensers
for fully automatic fingertip portion control delivery.



Just "touch" the button for automatic delivery, portion controlled!



Also available for coin operation...around the clock!
Also available 1-3 flavor fully automatic cup tender.

- 20 Gallon capacity
- In-line or off-line 24-hour service
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DISPENSERS
Niles, Michigan



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F-2
with or
without
leg or
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FOR COLLEGE RESIDENCE HALLS



*Both Portable and as Fixtures

Excel

MFG. CORP., MUNCIE, IND.

WRITE FOR NEW
CATALOG

Califone Transcription Players Have Increased Power



New models in the Califone line of transcription players include the Continental and the Director. The Continental 16VP2-9 illustrated has an arm rest which automatically secures the pickup arm when the machine is carried. An outlet for making tape recordings from records is designed to act also as the second channel stereo outlet for playing stereo discs. Increased power output and frequency response are built into the new amplifier.

The Director Model 12V-9 has a new 12-watt straight AC amplifier with increased frequency range and reduced distortion. A plug-in cartridge may be optionally monaural or stereo and other features include an outlet for second channel stereo operation, a new automatic arm rest and increased microphone gain. Both new units have cushioned spring feet to prevent needle jumping due to floor vibration, and a four-speed turntable. Califone Corp., 1041 N. Sycamore, Hollywood 38, Calif.

For more details circle #807 on mailing card

Fruit Filling and Spreads Add to Food Appeal

Two new fruit products are introduced by Gumpert. Icing and Filling Fruits in six flavors are one addition to the line. They are a special combination of heavily condensed fruits, plus concentrated flavors and colors, for use in icings, creams, cakes and fillings. The other addition is a fruit spread for use where a fruit filling will add flavor and appeal. The spread is offered as a blend of fresh oranges and pineapple, and also in raspberry. Both spreads have an abundance of true fruit and can be spread extremely thin. S. Gumpert Co., Inc., 812 Jersey Ave., Jersey City 2, N.J.

For more details circle #803 on mailing card

Brascolite Luminaires for Gym and Auditorium

New multiple units to serve the lighting requirements of multi-purpose gymnasiums are introduced in the Brascolite line of incandescent and mercury-vapor lamp luminaires. Single, double, triple or quadruple fixtures in the line permit numerous variations in lighting intensities for correct illumination for any activity. Luminaires are available in both pendant and recessed types, for high-bay or low-bay installations, with downlight or uplight, and in round and square surfaced mounted units. All reflector units are formed of aluminum and processed Alzak for maximum efficiency, optimum light control, permanency and easy maintenance. Edwin F. Guth Co., 2615 Washington Blvd., St. Louis 3, Mo.

For more details circle #809 on mailing card

Folding Tennis Table Rolls for Storage

The restyled Tuck-Away portable table tennis table can be folded and rolled into a corner or into a storage area only 18 inches deep. The table can be handled by one person, rolls without fear of tipping, and the Sico "Floating Fold" makes it easy to handle without locks or hinges.

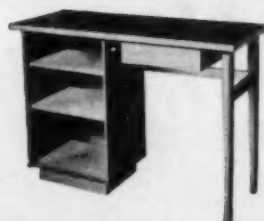
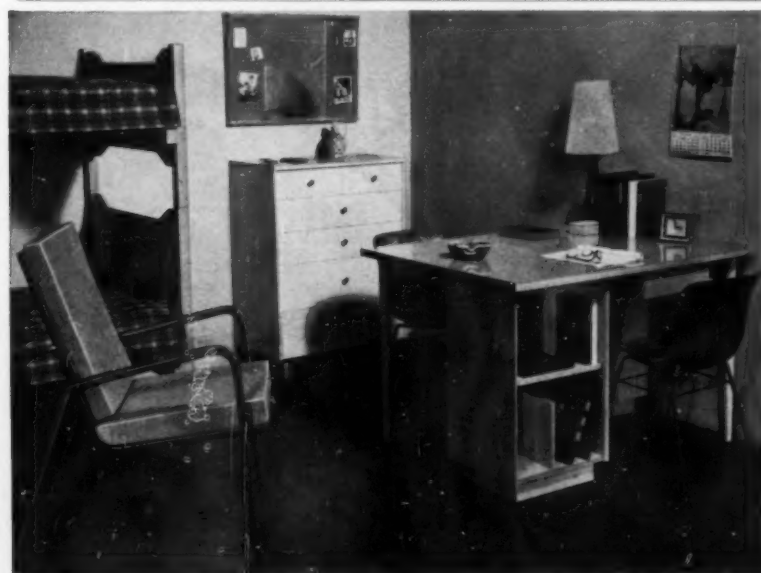
The Tuck-Away has a sturdy frame of welded structural steel plated with zinc lustron for resistance to chipping and rust. It is 30 inches high, approved by the U.S.



Table Tennis Association, and provides the regulation five by nine-foot playing surface which is painted flat green with white court lines. The table can also be used for other purposes if desired. Sico Mfg. Co., Inc., 5215 Eden Ave. S., Minneapolis 24, Minn.

For more details circle #810 on mailing card

(Continued on page 74)



dormitory room - 172 group
bunk beds 172-66, chest 172-21, mirror bulletin board 172-23, double student desk 172-45, desk chairs 5622, lounge chair 1006.

single student desk 172-40
w. 42", d. 18", h. 30"

Other desk sizes and chair styles available.

dormitory group

by **THONET***

The simple, attractive design of this 172 group provides maximum livability in a minimum of space.

*For more than 100 years specialists in the manufacture of all types of institutional furniture.

Write us about your needs, and we will send you additional information.

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THONET

SHOWROOMS: NEW YORK, CHICAGO, DETROIT, LOS ANGELES
SAN FRANCISCO, DALLAS, MIAMI, STATESVILLE, NORTH CAROLINA

Literature and Services

• Three baseboard lines developed by Dunham-Bush, Inc., West Hartford, Conn., are featured in the new No. 1231A Baseboard Catalog. Complete engineering information and instructions for installations are given in the catalog with exact measurements and descriptions of parts which are all identified to simplify ordering.

For more details circle #811 on mailing card

• Two instruction manuals for Underwood bookkeeping machines are available from the Business Education Division, Underwood Corporation, 1 Park Ave., New York 16. The new "Bookkeeping Machine Instruction Manual" is designed for an elementary course on the Underwood Sundstrand Post-Master "81" and "92" accounting machines and is supplementary to the 1957 Ten-Key Instruction Manual.

For more details circle #812 on mailing card

• Line drawings showing operation of the Praetorian Unit Ventilator and tables of capacities are among the facts presented in a new folder released by the Valveblower Co. of California, 13729 E. Rosecrans Ave., Santa Fe Springs, Calif. Descriptive data and specifications are also included.

For more details circle #813 on mailing card

• Brushes are the subject of Catalog #210 issued by the Flour City Brush Co., 1501 Fourth Ave., S., Minneapolis 4, Minn. The complete line of over 1000 articles is illustrated and fully described in the 120-page booklet.

For more details circle #814 on mailing card

• "The BTC Chair" that folds or opens with one-hand operation, has a built-in handle for ease of handling and is completely modern in design and appearance is the subject of a 16-page booklet published by The Brewer-Titchener Corp., Cortland, N.Y. In addition to specifications on the various models, color photographs illustrate the beauty of line and materials in the new models available.

For more details circle #815 on mailing card

• The new Riviera year-round single unit conditioner for both heating and cooling introduced by Warren Webster & Co., 17th & Federal Sts., Camden 5, N.J., is described, with dimensional drawings and breakaway illustrations, specifications and engineering data in Bulletin B-2001-B.

For more details circle #816 on mailing card

• Two new bulletins on use of lamb are now available from the Consumer Service Dept., American Sheep Producers Council, 909 17th St., Denver 2, Colo. Bulletin No. 1 contains "Low Cost Lamb Recipes for Quantity Service," while Bulletin No. 3 has 24 pages of "Nutritionally Evaluated Quantity Recipes for Lamb."

For more details circle #817 on mailing card

• Models T-7 and T-7A Champion Dish Washington Machines are the subject of a folder released by Champion Dish Washing Machine Co., Erie, Pa. Specifications, descriptive information and detailed connection drawing of the single tank, "semi-automatic" and "automatic" door type machines are given in the folder.

For more details circle #818 on mailing card

• A comprehensive catalog, prepared in file form, is available on the full line of kitchen equipment manufactured by United Manufacturers, 30 Windsor Place, Nutley 10, N.J. Included is information on Universal commercial-type dish, glass and silver washers, Sanitary scales, slicers, choppers and saws, Triumph vertical and horizontal mixers, and MJM vegetable peelers.

For more details circle #819 on mailing card

• Accurate selection of central station air conditioning units from two new Weather-maker lines for conventional and multi-zone applications is facilitated with the new 72-page Central Station Weather-maker Catalog No. 39ACW-55 issued by Carrier Corp., Syracuse 1, N.Y. All engineering data are contained in the handbook which gives product features, mechanical and guide specifications and performance curves and rating tables.

For more details circle #820 on mailing card

• Specifications, construction drawings and installation details on Ceco Aluminum Windows are presented in Bulletin No. 6013-E available from Ceco Steel Products Corp., 5601 W. 26th St., Chicago 50.

For more details circle #821 on mailing card

Supplier's News

Aireactor Corp., manufacturer of the Aireactor Space Deodorizer, Aireactor D.D.G. and Aireactor XX, announces removal of its offices to larger quarters at 271 Madison Ave., New York 16.

THIS MONTH'S

Super Value

Our Mail-Saver Easy Chair with The Adjustable-Height Back Cushion!



#1082 EASY CHAIR

The back cushion of this fine quality chair can be used in two positions—with its top flush with the chair's back frame, or with its top 5" higher than the frame. To hold the cushion in high position—ideal for convalescent patients—a strap in the cushion's back is fitted over the chair's back top rail and held in position by closing the strap's snap-fastener. Both seat and back cushions are removable, spring-filled, and upholstered with elastic Naugahyde, your choice of color. Seat size—24" x 21". LOWEST CONTRACT PRICES.

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Contract Furniture

3301 BUTLER ST., PITTSBURGH 1, PA.
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8-25

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+++ INDEX TO AD

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Huntington Furniture
Dormitory & L

Huntington Laboratory
Floor Maintenance

Insured Tuition Payment
Tuition Payment

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Floor Maintenance

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The two cards below are detachable and are addressed to us. With this flap folded out you can turn through the magazine for the items on which you want further information.



When, in either an advertisement or "What's New" you locate the product, turn to the index to advertisements on the following page or to the index of "What's New" items (left) where you will find the key number for the item. Items advertised are listed alphabetically by manufacturer. "What's New" items are in Key Number order. Circle the corresponding key number on the card below for each item in which you are interested. The second card is for the use of someone else who may also want product data.



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Sani-Quik

NEW

GLASSMASTER

by

Hobart

Sparkling and Sanitary

In just 4 seconds—

and with cold water!



Approved by The
National Sanitation Foundation

Imagine! Sanitizing nearly 500 glasses an hour... removing all smears of lipstick, encrusted sugar or greasy fingerprints! That's the performance you can expect with a new, compact Hobart *Sani-Quik 20 Glassmaster*, which tucks snugly under the fountain or bar. In just four seconds of *automatic* timed wash and rinse, for each glass, you'll see how to change overhead to *profit*—and with improved customer service, too!

The *Sani-Quik 20*, with a detergent sanitizer and just cold water, cleans and sterilizes all 100 of the most popular shapes of restaurant and bar glassware. It does this at a cost of less than 3¢ for every 100 glasses.

Unique design of the *Sani-Quik 20* combines exclusive pivoted, counterbalanced

outside brushes with contra-rotating center brush (brushes are self-cleaning). There are interlock features that prevent operation without detergent sanitizer (signal light)...that prevent operation without water—and there is a fixed time cycle of operation. *Sani-Quik 20* meets all plumbing, health and electrical codes.

If glass washing is an expensive, time-consuming part of your operation, mail the coupon for an on-the-spot demonstration of the new Hobart *Glassmaster*...units will be available soon.

The World's Largest Manufacturer of Food, Kitchen and Dishwashing Machines

Hobart

machines



THE HOBART MANUFACTURING CO.

Dept. 301, Troy, Ohio

☐ I would like to have a demonstration of the new *Sani-Quik 20 Glassmaster*.

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For the Air Conditioned Dormitory... Johnson Pneumatic Temperature Controls

One of the outstanding buildings at the University of New Mexico is the new Women's Dormitory.* Consisting of two pentagonal sections (see sketch) joined by a commons area, the fully air conditioned building provides modern, comfortable quarters for 400 students.

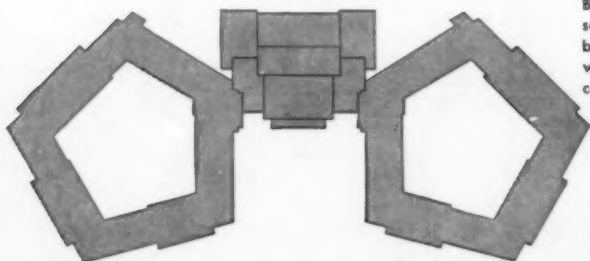
A specially engineered Johnson Pneumatic Temperature Control System maintains consistently ideal temperatures for the occupants of this pleasant building. In the commons area, special comfort problems due to varied room sizes, occupancy levels and usage are met by Johnson *Individual Room* Thermostats. Other strategically located Johnson Thermostats easily meet the more uniform comfort requirements in the living areas.

As are all Johnson installations, this system was engineered for economy as well as comfort. Pneumatic controls are simple and trouble-free, easy to

understand and operate. They consume less power, require less supervision and maintenance and will outlast anything else you can use. And only pneumatic controls can be used effectively with all types and makes of heating and cooling equipment to give you the maximum return on every operating dollar.

The specialist Johnson organization has installed the control systems in thousands of college and university buildings, of all types and sizes. When you build or modernize, take advantage of the unmatched comfort and economy features of Johnson Pneumatic Controls. Johnson Service Company, Milwaukee 1, Wisconsin. Direct Branch Offices in Principal Cities.

*Women's Dormitory, University of New Mexico, Albuquerque. Meem, Zehner, Halein & Associates, architects, Santa Fe; Bridgers & Paxton, mechanical engineers, Albuquerque; Robert E. McKee, Inc., general contractor, Albuquerque; J. S. Brown & E. F. Olds Plumbing & Heating Co., mechanical contractor, Albuquerque.



Building outline shows interesting use of twin pentagonal sections, containing living quarters, with commons section in between. Each pentagon has a large inside court. Southwestern style of architecture matches other buildings on the campus.

JOHNSON CONTROL

PNEUMATIC SYSTEMS

DESIGN • MANUFACTURE • INSTALLATION • SINCE 1885